



Tony Evers, PhD, State Superintendent

January 23, 2012

Dear Colleague:

I am writing today to share with you a draft of Wisconsin's proposed waiver from certain elements of the Elementary and Secondary Education Act (ESEA), also known as No Child Left Behind (NCLB). With this posting, the Department of Public Instruction (DPI) opens the public comment period. Attached to this letter you will find:

- A summary of the key elements in the proposal (<http://dpi.wi.gov/esea/pdf/summary.pdf>);
- The initial full draft waiver proposal (<http://dpi.wi.gov/esea/pdf/waiver.pdf>);
- A survey through which you can submit your comments by February 3, 2012. (<https://forms.dpi.wi.gov/se.ashx?s=56301B2D5BE3EF8D>)

For the past decade, NCLB has forced one-size-fits-all mandates and labels on our schools and districts. Through this waiver process, the USED has offered states the opportunity to apply for flexibility on certain provisions of ESEA. Specifically, all state proposals must demonstrate how they will use this flexibility to implement the following principles:

- College- and career-ready expectations for all students;
- State-developed differentiated recognition, accountability, and support;
- Supporting effective instruction and leadership;
- Reducing duplication and unnecessary burden.

DPI's proposal is, in part, based on the work of the statewide School and District Accountability Design Team that met over the last several months to design a fair and accurate accountability system that measures growth and attainment for all students. In addition, the proposal reflects the robust education investment agenda we've advanced together over the past two-and-a-half years, focused on improving student achievement and graduating students prepared for future success.

The DPI intends to submit its waiver application to the United States Department of Education (USED) by February 21, 2012. Through this comment period, we hope to further engage the citizens of Wisconsin in this discussion so critical to the future of education. We encourage you to share this draft of Wisconsin's proposed waiver and the associated survey with others. Most importantly, we want broad input to ensure that our proposal best meets the needs of Wisconsin's children.

After we receive feedback from you and other educators, parents, and citizens from across the state, we will be revising and refining this draft proposal. Please remember to provide your comments through the survey no later than February 3.

Sincerely,



Michael J. Thompson, PhD  
Deputy State Superintendent

MJT:sjb

Attachments

## Guest Editorial

Education Information Services ■ 125 South Webster Street ■ P.O. Box 7841 ■ Madison, WI 53707-7841 ■ (608) 266-3559

FOR IMMEDIATE RELEASE

Wednesday, January 25, 2012

Contact: Patrick Gasper, DPI Communications Officer, (608) 266-3559

DPI-NR 2012-22

### NCLB waiver will improve education

*By Tony Evers, State Superintendent of Public Instruction*

MADISON — The education we provide to our kindergarten through 12th-grade students must improve. Though change may sometimes be difficult, the future demands that we move forward.

This is why the Department of Public Instruction developed a plan to seek waivers from several provisions of federal education law, known as No Child Left Behind (NCLB). Simply, NCLB is broken. It is overly prescriptive and focuses too heavily on punishment rather than supporting improvement. Our draft waiver request, posted online for public comment, lays out an ambitious plan for increasing rigor across Wisconsin's standards, assessment, and accountability systems. These changes will be challenging, but they will result in improved classroom instruction and higher student achievement.

Why are college- and career-ready expectations needed? Educational research and surveys of employers both find that the preparation needed for a one-, two-, or four-year college program is the same preparation needed for family-supporting jobs. Adopting higher standards for what our students should know and be able to do, developing better assessments to measure how well they are learning, and holding schools accountable for *all* students' success is the right thing to do for our children, our communities, and our state. Our waiver request will help us reward schools that are doing well, share best practices so other schools can improve, and support schools that need to do better.

The quality of the teacher in the classroom and the principal in the school is vital to students' educational success. Our waiver request calls for evaluations that will support teachers and principals in their job of educating students and help our educators improve throughout their careers. Evaluations will focus on multiple measures of student achievement and professional practice. These changes are based on recommendations from educators at the elementary, secondary, and postsecondary levels; school board members; and policymakers who worked together to develop an evaluation framework that is centered on student learning, fair, valid, and reliable.

Over and over we hear the importance of ensuring that students receive a well-rounded education. No one wants a curriculum narrowed to just what's on the test. We want our students to enjoy the rich learning offered

(more)

through art, music, foreign languages, and other coursework. We must develop ways to value these subjects as much as the state-assessed content areas.

How will we know if education is getting better? Taxpayers rightly want to know that their education tax dollars are producing results. Our waiver request will improve accountability through more sophisticated data collection and reporting. The DPI at one time sent and received thousands of paper forms to collect data. We've streamlined data requirements for schools through online reporting and are developing more robust systems to use this information for making educational decisions and reporting to the public. School and district report cards will be part of that reporting.

I know these are tough times for schools. Most cut their budgets this year and face additional budget cuts next year. It will take investments at the state and federal levels to make some of these reforms possible.

From increased standards and graduation requirements to better assessments and reporting of results, our waiver request covers a wide range of education reforms. We are looking forward and embracing change, while respecting the work and intent of those who developed recommendations for various parts of our plan. Through collaboration and mutual respect, we will improve education so our children will be successful in the future.

We want feedback from educators, parents, and citizens from across the state on our draft waiver request. Diverse opinions will help us make our plan better, which will make education in Wisconsin stronger. The public comment survey will be open until Feb. 3. After that time, we will revise our waiver request and submit it to the United States Department of Education by Feb. 21.

Please help us improve education in Wisconsin. Visit the state's Elementary and Secondary Education Act webpage, <http://dpi.wi.gov/esea/index.html>. Click on "Public Notice of Intent to Seek Waiver - NCLB Accountability" for links to the Wisconsin Department of Public Instruction's draft waiver request, a summary of key elements in the request, and the public comment survey. Together we will improve education for our children.

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*Tony Evers is the elected state superintendent of public instruction.*

**NOTES:** A high-resolution photo of the state superintendent is available on the Department of Public Instruction "Media Contacts and Resources" webpage at <http://dpi.wi.gov/eis/vm-media.html>. This editorial is available electronically at [http://dpi.wi.gov/eis/pdf/dpinr2012\\_22.pdf](http://dpi.wi.gov/eis/pdf/dpinr2012_22.pdf).

February 2, 2012

For Immediate Release

Contact: Cullen Werwie, [REDACTED]

**Governor Walker Statement on Proposed No Child Left Behind Waiver**

**Madison**—Today the Wisconsin Legislature is having a hearing on a proposed *No Child Left Behind* (NCLB) waiver. Below is Governor Walker’s statement related to the proposed NCLB waiver:

*Continued collaboration with Superintendent Evers and a wide range of education stakeholders including teachers, administrators, and school boards will be needed to refine and submit a waiver to the federal government that will allow us to continue to innovate the way we deliver education in Wisconsin. The proposed waiver is a good starting point.*

*It is important to continue to focus on setting high standards, ensuring transparency and measuring what matters to ensure that all students are ready for college or a career. This includes, but is not limited to rating all schools, be they public, charter, or choice, on multiple measures of student growth and proficiency.*

*Ultimately we want to empower parents to make educational decisions based on quantifiable performance data. The waiver will help fight complacency by replicating success and providing assistance to schools in need of improvement.*

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## The Wisconsin Council of Administrators of Special Services

February 3, 2012

Dr. Michael Thompson  
Wisconsin Department of Public Instruction  
PO Box 7841  
Madison, WI 53707-7841

Dear Dr. Thompson,

The Executive Board of WCASS reviewed the ESEA waivers and has identified their concerns below:

Whereas the Wisconsin Council of Administrators of Special Services (WCASS) has read and reviewed the proposed Waiver of Flexibility for the Elementary and Secondary Education Act as prepared by the Wisconsin Department of Public Instruction (WDPI); and

Whereas WCASS has concerns for students with disabilities, English Language Learners and students in poverty; and

Whereas WCASS supports the concept of a growth model for evaluating school performance and high expectations; and

Whereas WCASS supports an accountability system that reviews all schools receiving public funding; and

Whereas WCASS supports financial assistance to the schools identified as Focus and Priority schools; and

Whereas WCASS supports a system that unites as opposed to divides the various student populations; and

Whereas WCASS wishes to express concerns regarding the current proposal;

Therefore be it resolved WCASS asks the WDPI to address the following issues:

1. Clarity of the growth model related to the students with disabilities, English Language Learners and students in poverty;
2. More emphasis on solutions as opposed to the emphasis on identification of problems;
3. Clarity regarding the method to be used for the evaluation of teachers outside of the core subject areas;
4. Seek our organizational assistance in developing criteria for diagnostic review and development of solutions for schools identified as Focus or Priority schools;
5. Clarity regarding the expanded graduation requirements and the role of the IEP teams
6. Any assessment required by ESEA should be administered to students with disabilities within the parameters specified in the students' IEPs. Accommodations stated on the IEPs and used throughout the year should be allowed during testing.

Dave Kwiatkowski, WCASS President  
Greg Nyen, WCASS President Elect

Timothy Gantz, WCASS Past President  
Gary Myrah, WCASS Executive Director



219 North Milwaukee Street, Milwaukee, WI 53202

February 3, 2012

This document was prepared by School Choice Wisconsin, an advocacy organization that works with schools that participate in the Milwaukee Parental Choice Program and Private School Parental Choice Program in Racine. Our review of the 2012 ESEA Waiver prepared by the Wisconsin Department of Public Instruction resulted in the following notations:

**General Comments:**

**Close the achievement gap by incentivizing high-performing schools to expand.**

- **The barrier to closing the achievement gap is not that we have too many low quality schools. The real problem is that we don't have enough seats available in high-quality schools. This is true across all sectors.**
- **Closing poor-performing schools does nothing to increase high-quality seats. It just moves students from one poor-performing school to another because the high-performing schools are already full.**
- **Creating more regulations increases the burden on high-performing schools, slowing down their ability to add high-quality seats.**
- **The academic performance of government-run schools in Wisconsin over the past few decades (especially in urban centers) suggests that the government can't increase school quality by adding more regulations. This approach has already proven not to work.**

**The solution to closing the achievement gap and making the best use of taxpayer resources is to add more high-quality seats by investing in the expansion of schools and/or school operators that already have a proven track record of success.**

## **Introduction**

“The Department invites interested SEAs to request this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the Department would grant waivers through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility.” (p iii of the ESEA Waiver)

**School Choice Wisconsin requests that language be inserted in the ESEA Flexibility Request that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

## **Waivers**

“5. The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.” (p 4 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that you include language in the ESEA Flexibility Request that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

6. The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State’s priority and focus schools. (p 4 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that you include language in the ESEA Flexibility Request that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs,**

**including priority and focus schools.**

7. The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school;; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State’s reward schools. (p 5 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that you include language in the ESEA Flexibility Request that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

9. The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A. (p 5 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that you include language in the ESEA Flexibility Request that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

## **Consultation**

“An SEA must meaningfully engage and solicit input from diverse stakeholders and communities in the development of its request.” (p 13 of the ESEA Flexibility Request)

**School Choice Wisconsin provided regular input to the Department of Public Instruction noting serious concerns that the ESEA Flexibility Request had gone beyond its mandate regarding charter schools and private schools participating in parental choice programs. Seeking examples in other states’ ESEA Flexibility Requests, we could find no instance in which other states’ education departments sought to supplant existing state law relating to private and charter schools with fiat rules and regulations. And yet, that is exactly what we find contained in this ESEA Waiver.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious**

**school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

## **Principle 2: State-Developed Differentiated Recognition, Accountability, And Support**

### **2.A Develop And Implement A State-Based System of Differentiated Recognition, Accountability, And Support**

“Wisconsin will differentiate how schools are characterized by accountability measures, expectations, and interventions that result from accountability determinations; an approach that is an extension of the belief in the power of differentiation and personalization.” (p 15 of the ESEA Flexibility Request)

**School Choice Wisconsin in theory supports the inclusion of private schools participating in parental choice programs in the new Wisconsin State Accountability System. However, that system needs to be constitutional, equitable and functional.**

**There are a number of items in this section that conflict with these parameters.**

#### **Developing a Statewide System**

Currently, Wisconsin’s system of support for schools identified for improvement serves Title I schools. Due to funding and capacity, the state system currently identifies the performance of traditional public schools and charter schools as required by NCLB, but only requires interventions for Title I schools and districts. The state’s persistently low performing schools do not experience sanctions or implement targeted interventions prescribed by the state unless they receive Title I funding.” (p 31 of the ESEA Flexibility Request)

**The funding conflict inherent in the waiver places the equitable functionality of required interventions on future funding by the state legislature. While this is possible, that funding is not now available meaning the interventions are currently not financially equitable moving forward to the new State Accountability System.**

**Because of the unfortunate restrictions on taxpayer dollars going directly to private schools, interventions need to reflect the inability of those imposing sanctions to fund the interventions.**

“Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school.” (p 33 of the ESEA Flexibility Request)

**The previous statement regarding constitutionality is correct. Unfortunately, the DPI proposals listed on page 33 and 34 potentially violate that statement.**

**School Choice Wisconsin strongly believes that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. School Choice Wisconsin has presented these options to DPI during the input process. Private schools should be allowed to meet established and equitable benchmarks working those entities or authorizers which are the agent of school improvement within a private school, i.e. accreditation agency, jurisdictional authority, and or ecclesial authorizing body. As long as schools improve to meet established and equitable benchmarks, the mechanism by which they achieve those results should be flexible and constitutional.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

“The choice school must enter into a performance agreement with DPI in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years.” (p 33 of the ESEA Flexibility Request)

**It is important to note that a “Choice school”, as such, does not exist. Rather there exist only private schools that participate in parental choice programs.**

**While the requirement of a performance agreement with DPI has potential constitutional issues, if a performance agreement with a private entity were an option, there are still problems with the requirement as “...annual state-approved performance targets that demonstrate substantial academic improvement...” is undefined. There is no detail as to what these standards are, if they are subject to change, what criteria was used for their creation and if they will be assigned equally to public, charter and choice sectors.**

“These priority areas form the foundation of an accountability index system that incorporates multiple measures in calculating a school-level score (on a scale from 0-100) that is used to place schools on a six-level continuum.” (p 35 of the ESEA Flexibility Request)

**School Choice Wisconsin does not support using a six-level continuum. The report card should implement a five-level continuum labeled with grades A through F. Creating a new syntax for a six-level continuum dramatically weakens its**

**effectiveness in comparison to a letter grade that is already understood by parents and the public in general.**

**The goal is to give accurate, effective and impactful information on the report card. Using anything other than letter grades makes the report card less effective.**

“Additionally, the Design Team recommended the state recognize high performing schools to incentivize improved outcomes, as well as disseminate practices statewide. These recommendations represent a commitment to a statewide system of support (SSOS) aimed at providing differentiated recognition, rewards, and interventions built upon the core of high quality instruction, collaboration, balanced assessments, and culturally responsive practices in order to successfully meet the state’s three strategic goals.” (p 35 of the ESEA Flexibility Request)

**Unfortunately, except for public recognition, there are no tangible incentives and/or results for high performing schools. The end result of this process should be a higher percentage of students in high performing schools. This waiver and accountability system are based on directing resources to low performing schools only. Instead, this system should be directing resources to expanding high performing schools in areas where it makes geographic sense.**

**After all, closing a low performing school without providing seats at a high performing school accomplishes nothing. And funds directed at turning schools around have limited, if any, success.**

**The barrier to closing the achievement gap is not that we have too many low quality schools. The real problem is that we don’t have enough seats available in high-quality schools.**

**Closing poor-performing schools does nothing to increase high-quality seats. It just moves students from one poor-performing school to another because the high-performing schools are already full.**

**We support the dissemination of the best practices of high performing schools and other mechanisms designed to improve other schools. However, the focus needs to be on school improvement, not positive publicity alone.**

## **1.B Transition to College- and Career-Ready Standards**

### *Providing Measures of College and Career Readiness*

“DPI will include funding in the next (2013- -15) biennial budget request for schools to administer the EXPLORE, PLAN, ACT, and WorkKeys assessments. This assessment suite provides important information about college and career readiness for students. It also allows for analysis of academic growth during high school, data that are lacking in current assessments.” (p 24 ESEA Flexibility Request)

**School Choice Wisconsin supports the use of the EXPLORE, PLAN, ACT assessments at the high school level especially as it relates to measuring academic growth. However, as with other state-mandated assessments, School Choice Wisconsin requests that past practice be followed and that the Department of Public Instruction provide these assessments, free of charge, to students in schools participating in parental choice programs.**

### **Reducing Duplication and Unnecessary Burden**

“Through advances such as these in data collection and reporting systems, DPI will be able to provide districts with access to data and reports that provide timely information about student (individual and group) progress toward graduation. This includes the all-important early warning system, the technology for which has been outside DPI’s grasp for some years. Recent approval and funding of a statewide student information system, however, will allow DPI to provide districts across the state with access to relevant, almost real-time data. Key to provision of these reports are the two major technology and data reporting initiatives mentioned above: a Statewide Student Information System (SSIS) and WISEdash. These initiatives will significantly impact districts. WISEdash will provide districts with direct access to aggregate and student-level data in a secure format. Reports and dashboards will be available on a variety of topics. Initial implementation of WISEdash will be with secure access only – for school- and district-level staff authorized to see non-redacted or suppressed data and possibly authorized to view student-level information. Eventually, WISEdash will not only replace DPI’s current, myriad public reporting systems, updating and locating those reports in a single portal, but will add to the types and topics of available public reports. Accountability reporting will be completed through WISEdash, but so will other public reporting including information about postsecondary transitions, literacy, and other important statewide initiatives.” (p 25 of the ESEA Flexibility Request)

**In order to reduce unnecessary burden to private schools participating in parental choice programs, School Choice Wisconsin requests that private schools may voluntarily participate, free of charge, in the state data collection and reporting systems, specifically SSIS and WISEdash.**

### **2.A Develop and Implement a State-Based System of Differentiated Recognition, Accountability, and Support**

“Within the system of support, identified schools will participate in diagnostic reviews and needs assessments (Priority and Focus Schools, respectively) to identify their instructional policies, practices, and programming that have impacted student outcomes and to differentiate, and individualize reforms and interventions. While planning and implementing reforms, schools and districts will have access to increasingly expansive and timely data systems to monitor progress. Additionally, the state will require Priority

and Focus Schools to implement RtI (with the support of the Wisconsin RtI Center and its resources) to ensure that all students are receiving customized, differentiated services within a least restrictive environment, including additional supports and interventions for SwDs and ELLs as needed, or extension activities and additional challenge for students exceeding benchmarks.” (p 31 ESEA Flexibility Request)

**School Choice Wisconsin strongly believes that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. School Choice Wisconsin has presented these options to DPI during the input process. Private schools should be allowed to meet established and equitable benchmarks working those entities or authorizers which are the agent of school improvement within a private school, i.e. accreditation agency, jurisdictional authority, and or ecclesial authorizing body. As long as schools improve to meet established and equitable benchmarks, the mechanism by which they achieve those results should be flexible and constitutional.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

To address these issues, the Wisconsin School and District Accountability Design Team developed a statewide accountability framework which [sic] specifically includes all state schools, including traditional public schools and charter schools regardless of Title funding, as well as private schools participating in the Parental Choice Program (PCP). All schools receiving state funds will be part of the state accountability and support system. The state will use this opportunity to not only include all schools, but also to increase accountability through the implementation of aggressive policies designed to address persistently low-achieving schools in the state. (p31-32 of the ESEA Flexibility Request)

**It is important to note that private schools do not receive state funds. Parents receive funds that they may use to attend private schools that choose to participate in parental choice programs.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

*Private Schools in the Parental Choice Program*

Unique to other states, Wisconsin is home to the largest and oldest voucher program in the United States. The Milwaukee Parental Choice Program (MPCP) provides low-income Milwaukee students the ability to attend private schools within the city using tax-

payer funded vouchers towards tuition. The state instituted the program as a means to provide educational options to Milwaukee students. The current Legislature has expanded MPCP to include students within a higher income bracket, as well as offering beyond the city of Milwaukee. (p 33 of the ESEA Flexibility Request)

**In 2011, Wisconsin continued its tradition of progressive reforms by expanding parental choice in education to include families resident in the Racine Unified School District. In addition, any private school in the state may now participate in the parental choice programs in Milwaukee and Racine. Families within 300% of poverty now qualify for Wisconsin's parental choice programs.**

These schools have not participated in the state's accountability system. Beginning in 2010-11, the state required Choice schools to administer the WKCE assessment to all Choice funded students and to publicly report their results. Including Choice schools in the statewide accountability system is the next step in providing transparent information about student achievement across the state. (p 33 of the WKCE Flexibility Request)

**It is important to note that a "Choice school", as such, does not exist. Rather there exist only private schools that participate in parental choice programs.**

**While private schools may not have participated in government accountability systems, private schools have other forms of accountability. The ultimate accountability for private schools is that every parent chooses to attend a private school. Parents choose to attend a private school, often with great sacrifice, rather than be compelled to attend their assigned government school.**

**Private schools participating in parental choice programs have administered nationally normed standardized tests for years and in most cases for decades and continue to do so in addition to the now mandated WKCE. In past years, private schools chose not to administer the WKCE exam for the very same reason that the DPI is now abandoning that test, i.e. the WKCE provided overly optimistic predictions of proficiency on standards that were not shared by the nation.**

Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school. Therefore, when a choice school is initially identified as being among the persistently lowest performing schools in the state, it must implement one of the following three options:

- The choice school must enter into a performance agreement with DPI in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years. If annual performance targets are not met, the school shall no longer participate in the Choice program; or
- DPI will conduct a mandatory on-site diagnostic review to identify the factors contributing to poor performance at the school, funded by the private school. After participation in the state-conducted review, the Choice school must implement one of two options with respect to the school consistent with the

findings and recommendations of the diagnostic review:

- Contract with a state-approved independent expert/vendor to implement a turnaround model based on the recommendations of the diagnostic review.
- Discontinue participation in the choice program; or
- In lieu of implementing either of these options, the choice school may elect to immediately discontinue participation in the program. (p 33-34 of the ESEA Flexibility Request)

**It is important to note that a “Choice school”, as such, does not exist. Rather there exist only private schools that participate in parental choice programs.**

**School Choice Wisconsin strongly believes that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. School Choice Wisconsin has presented these options to DPI during the input process. Private schools should be allowed to meet established and equitable benchmarks working those entities or authorizers which are the agent of school improvement within a private school, i.e. accreditation agency, jurisdictional authority, and or ecclesial authorizing body. As long as schools improve to meet established and equitable benchmarks, the mechanism by which they achieve those results should be flexible and constitutional.**

**It is essential that the established benchmarks be equitable across sectors in terms of improvement expectations, timelines for improvement, and sanctions and rewards.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

### **Transition Year: 2012-13**

The 2012-13 school year will serve as a transition year as DPI pilots the major components of its new statewide accountability system. While the identification of Schools Identified for Improvement (SIFIs) under current adequate yearly progress (AYP) formula will continue for 2012-13. Title I SIFI schools will no longer be required to provide SES as currently defined in NCLB. Instead, districts may use their 20 percent Title I set aside to provide a broader range of supports to students. (p 35-36 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that you include language in the ESEA waiver that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

*Budget.* The district must submit a budget detailing funding sources and allocations to support the district's plan. Districts may use the Title I 20% set aside, if they provide evidence of consultation with private schools, as these services will now be subject to equitable participation. (p 37 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that you include language in the ESEA waiver that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

## **2.B. Set Ambitious but Achievable Annual Measurable Objectives**

**It is important to note that private schools participating in parental choice programs do not have the capacity nor do they currently collect most of the information identified in this section, e.g. student growth, achievement gaps, subgroups, test participation, dropout rates, graduation gaps, on-track/postsecondary status, etc. A plan to address private school capacity issues will be needed from the Department of Public Instruction in order for this system to not be overly burdensome on private schools participating in parental choice programs.**

“The school and District Accountability Design Team put forth several recommendations for a statewide accountability system. One key recommendation was that the accountability system should use multiple measures and reflect the skills and knowledge students need to be successful in a variety of post-secondary opportunities. As a component of that recommendation, performance should be measured using both growth and attainment calculations (p 47 of ESEA Flexibility Request).

In all, the Wisconsin accountability index incorporates four priority areas: Student Achievement, Student Growth, Closing Gaps; and On-Track (for elementary and middle schools) or Postsecondary readiness (for high schools) (p 47 of ESEA Flexibility Request).”

**School Choice Wisconsin believes that student growth over a period of time rather than snap shot test scores is the most accurate measurement of a school's performance. Therefore, School Choice Wisconsin is fully supportive of a statewide accountability report card that measures student and school performance using all of these aspects and most importantly incorporates student growth over time.**

**School Choice Wisconsin asks that private schools may voluntarily include the results for all students in the school rather than just students participating in parental choice programs. Without the voluntary inclusion of all students, we will not have data on private schools but rather data on only a specific subset or**

**population of students in the private school obscuring comparisons.**

**However, while we are supportive of a report card that incorporates student growth, there are aspects within DPI's proposed waiver that are unclear, undefined, and inequitable across sectors, and simply increases the bureaucracy of the Department of Public Instruction rather than uses established successful models already in place.**

### **Factoring in Subgroups**

“The School and District Accountability Design Team specifically recommended use of an additional subgroup, on that groups the lowest 25% of performers together...DPI has determined that it is not possible at this time give that the WKCE's scale is not vertically aligned...Instead, inclusion of the lowest 25% as an additional subgroup will be considered for inclusion in the accountability system upon implementation of the SMARTER Balanced Assessment System in the 2014-15 School Year” (p 48 of the ESEA Flexibility Request).

**The term “will be considered” leaves the inclusion of the subgroup uncertain. Rather, DPI should state that this subgroup will be included as soon as this information is available.**

### **Priority Area and Overall Scores**

“The exact methodology for how each category is weighted and combined into the overall score will be determined through a standard setting process overseen by DPI's Technical Advisory Committee, Dr. Brian Gong of the National Center for the Improvement of Educational Assessment, Dr. Andrew Porter from the University of Pennsylvania, and Dr. Robert Linn from the University of Colorado” (p 48 of the ESEA Flexibility Request).

**While School Choice Wisconsin supports including measures such as student growth, how each category is scored and weighted is still undefined and needs clarification. This process needs to be specifically determined and more thoroughly defined prior to the implementation of the accountability system.**

### **Flags and Stars**

“The concept of “unacceptable-performance flags” is Wisconsin's solution to incorporating test participation and dropout rates into the new accountability system, as well as to highlight the importance placed on every child reading at grade level by 3<sup>rd</sup> grade. These flags exist outside of the mathematical calculation of the index, and instead carry overarching weight in determining where on the accountability scale a school falls...

An accountability system should not only identify performance below expectations; it

should also highlight positive progress or work being done in schools and districts. In addition to flags, report cards will include stars for certain indicators for which DPI will not hold schools accountable, but that are important enough to highlight as a significant positive for that school or district” (p 48-49 of the ESEA Flexibility Request).

**School Choice Wisconsin supports the inclusion of dropout rates, 3<sup>rd</sup> grade reading, and test participation, rate of college credits earned in high school, postsecondary enrollment rates, and AP participation and performance in the accountability system. However, The “Flags” and “Stars” methods are still significantly undefined and need more clarification prior to their implementation.**

“Final overall index scores will be an aggregation of scores in the four priority areas. Overall scores place schools and districts within one of six categories:

- Significantly Exceeding Expectations
- Exceeding Expectations
- Meeting Expectations
- Not Meeting Expectations
- Significantly Below Expectations
- Persistently Failing to Meet Expectations”

(p 49-50 of the ESEA Flexibility Request).

**How these categories are measured and what growth a school must demonstrate to move up or down between categories is undefined and needs clarification prior to the implementation of the accountability system.**

**School Choice Wisconsin does not support using a six-level continuum. The report card should implement a five-level continuum labeled with grades A through F. Creating a new syntax for a six-level continuum dramatically weakens its effectiveness in comparison to a letter grade that is already understood by parents and the public in general.**

**The goal is to give accurate, effective and impactful information on the report card. Using anything other than letter grades makes the report card less effective.**

### **Student Attainment**

“The attainment priority area is a composite of proficiency rates in reading and mathematics for the “all students” group on the Wisconsin Student Assessment System (WSAS). Proficiency rates will be calculated using a weighted average of the three most recent years of performance data. The weighting scheme gives a weight of 1.5 to the current year, a weight of 1.25 to the prior year, while two years prior receives a weight of 1.0. If a school has test data available for only the two most recent years, the most recent year is given a weight of 1.5, while the prior year is given a weight of 1.0, and the divisor becomes 2.5 rather than 3.75. If a school has only the most recent year of data available, only a single year of data is used to calculate the proficiency rate. The weighted

proficiency rate is then put back onto a 0-100 scale by dividing the weighted proficiency rate by 3.75. This calculation is done separately for mathematics and reading. Each school's attainment score is an average of its weighted reading and mathematics proficiency rates." (p 51 of the ESEA Flexibility Request).

**School Choice Wisconsin understands from its active participation in the Accountability Task Force that initial identification of a school should only take place after three years of growth data are available and not before. Prior to the release of this waiver it was understood that a school would only be included in the state accountability system that had three years of measureable growth data. This suggests that schools with one and two years of data will also be included. Comparing one year of snapshot test scores to a school with three years of growth data is inaccurate and potentially misleading. As such, the reporting of this data needs clarification and correction.**

### ***Student Growth On Target To Move Up***

"The growth measure proposed, on Target to Move up, is an adaptation of the principles behind Colorado's "Catch up, Keep up, Move up" measures across multiple levels of achievement" (p 51-52 of the ESEA Flexibility Request).

**While School Choice Wisconsin supports using growth data to measure student achievement, the "adaptation" method proposed by DPI is undefined and needs further clarification.**

**Additionally, it is unclear why DPI is proposing an adaptation to Colorado's method, when the Value-Added Research Center in Wisconsin already has the information and calculates student growth data using the value-added growth method. Additionally, SCW supports the Value-Added Growth method to measure student growth data because it controls for student background demographics and characteristics, which is important measuring the achievement of schools in diverse city such as Milwaukee.**

### **Closing Achievement Gaps**

*Attainment Gap (p54), The Growth Gap (p 55), The Graduation Gap (p 56)*

**School Choice Wisconsin supports closing all of these gaps in Wisconsin. We are especially supportive of including graduation rates in the report card and closing the graduation gap as studies show that graduation from high school is a significant quality of life indicator.**

**However, more specifics as to the weighting of categories needs to be clarified. Additionally, for private schools participating in parental choice programs it needs**

**to be clarified whether all student data at a school will be included or only data from students who participate in the parental choice program.**

### **On-Track Status/Postsecondary Readiness (p 56)**

*On track Status (dropout rate, 3<sup>rd</sup> grade readiness, dropout rate)*

*Postsecondary Readiness (Attendance, ACT Performance and Participation, Graduation Rate, Dropout Rate)*

**School Choice Wisconsin is supportive of including all of these measures. Specifically, we are very supportive of weighting Graduation Rates at 60% of the priority area index score. However, for private schools participating in parental choice programs it needs to be clarified whether all student data at a school will be included or only data from students who participate in the parental choice program.**

### ***Advanced Placement—Star consideration***

The process to determine Advanced Placement exam performance and participation is:

**For Participation** – to identify the number of students completing an Advanced Placement exam in a given year and divide that number by the total number of 9th thru 12th grade students in the school to arrive at the participation rate.

**For Performance** – to identify the number of Advanced Placement exams taken in a given year and dividing that by the number of exams passed with a score of 3 or above.” (p 58 of the ESEA Flexibility Request).

**This section needs more clarification. The participation rate for Advanced Placement testing is likely to be extremely small for all schools making this measurement relatively meaningless. Additionally, many private schools participating in parental choice programs are unable to offer AP classes due to limited funding. However, while School Choice Wisconsin has reservations about measuring participation, SCW is potentially supportive of including a marker that identifies the number of Advanced Placement exams taken in a given year and dividing that by the number of exams passed with a score of 3 or above. However, the flag/star system needs further clarification.**

### **2.C Reward Schools**

**An important aspect to the proposed waiver is the reward and recognition programs for high-performing schools.**

“Reward schools are identified annually and fall into one of three categories: Exemplary Schools, Gap Closing Schools, and schools that are Beating the Odds.

*Exemplary* schools are those schools that earn an index label of Significantly Exceeding Expectations. These schools have earned a high index score and done so without any flags; they are models for the state and will be acknowledged as such.

*Gap Closing Schools* are those schools that are making significant progress toward closing achievement gaps. Identification of these schools will be based on the Closing Gaps priority area of the index.

*Beating the Odds* schools are calculated using current, Title I Schools of Recognition methodology. Only Title I eligible or receiving schools in the top quartile for poverty qualify for this reward. (p 14 of ESEA Flexibility Request).”

**We believe that identifying and rewarding the states highest-performing schools to increase performance, emphasize and develop innovative instruction, and inform and support the dissemination of best practices. Therefore, School Choice Wisconsin is fully supportive of a statewide reward system.**

**However, while we are supportive of a statewide reward system, we expect that all schools will equal access to rewards and recognition programs whether they are government-run schools, charter schools or private schools participating in a parental choice program. In the proposed reward scheme, private schools serving high percentages of Title I students will be excluded from participation in all Schools of Recognition rewards and recognitions as private schools may not be identified as Title I schools. In this case private schools are subject to all the sanctions and none of the corresponding rewards proposed in the ESEA waiver. Further clarification is needed as to how the waiver will provide full access to private schools and private school teachers to reward and recognition programs available to government-run and charter schools.**

## **2.D Priority Schools**

“Priority Schools, as the lowest performing schools in the state, are identified using the Student Attainment portion of the accountability index. While DPI will identify at least 5% of Title I schools in the state, is to appropriately identify all low-performing schools as defined by the Wisconsin Accountability Index. Schools with the lowest scores in this area will be rank ordered. Schools falling below a certain cut point, which will be established as part of a standards setting process and posted publically, are identified as Priority Schools.

Wisconsin has been working to build a statewide accountability system, one that includes all traditional public schools as well as charter schools and private schools participating in the Parental Choice Program. However, until State funding is made available, only Title I funds are currently available to provide the interventions mentioned in section 2.D.iii (below), and as such those interventions will only be available for Title I schools (p 66-67 of ESEA Flexibility Request).”

**School Choice Wisconsin supports the practice of identifying the lowest performing schools in the state as priority schools.**

**However, while we are supportive of priority schools identification across sectors, we expect that all schools will have equal access to funding to implement interventions whether they are traditional public schools, charter schools or private schools participating in a parental choice program. In the proposed reward scheme, private schools identified as priority schools will be excluded from all funding to implement interventions as private schools are not allowed to be identified as Title I schools. In this case private schools will be subject to all the sanctions but non of the corresponding intervention funding proposed in the ESEA waiver. Further clarification is needed as to how the waiver will provide full access to intervention funding available to government-run and charter schools.**

“DPI will be using the ESEA flexibility as an opportunity to waive choice and supplemental education services (SES) from its current accountability system...(p 67 of the ESEA Flexibility Request)”

“The district must submit a budget detailing funding sources and allocations to support the district’s plan. Districts may use the Title I 20% set aside, if they provide evidence of consultation with private schools, as these services will now be subject to equitable participation. (p 69 ESEA Flexibility Request)”

**School Choice Wisconsin supports using the ESEA flexibility to waive choice and supplemental education services (SES) for its current accountability system.**

**However, we request that you include language in the ESEA waiver that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

### **Implementation of New Statewide Accountability System: 2013-On-going**

DPI will provide targeted support to newly identified Priority Schools and Districts to improve implementation quality and student outcomes. The following sections describe the targeted systems of support and interventions provided to the state’s persistently lowest-achieving (p 69-70 of the ESEA Flexibility Request)

**As defined on page 70 of the ESEA Waiver by footnote the following sections of 2D within the ESEA Waiver “summarize interventions in traditional public schools and districts” within the statewide accountability system and do not speak to “the interventions required of charter schools and private schools participating in the Parent Choice Program”.**

**School Choice Wisconsin would restate that the following sections of 2D do not apply to private schools and that the Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

### **After Three Years of Implementation**

Implementation of the processes and practices described throughout Section 2.D in schools statewide (as opposed to Title I schools only) will require additional state resources, including staffing and funding. Without additional state funding, DPI will continue to implement the Priority School reform efforts in Title I schools only. (p 73 of the ESEA Flexibility Request)

**Whether or not the “implementation of the processes and practices described throughout Section 2.D” are implemented statewide and beyond Title I schools, the ESEA Waiver defines by footnote that section 2D within the ESEA Waiver “summarize(s) interventions in traditional public schools and districts” within the statewide accountability system and do not speak to “the interventions required of charter schools and private schools participating in the Parent Choice Program”.**

**School Choice Wisconsin would restate that sections 2D does not apply to private schools and that the Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

### **2.E Focus Schools**

**School Choice Wisconsin requests that a footnote be inserted on page 79 of the ESEA Waiver stating that section 2E “summarize(s) interventions in traditional public schools and districts” within the statewide accountability system and do not speak to “the interventions required of charter school and private schools participating in the Parent Choice Program”.**

**School Choice Wisconsin would restate that section 2E does not apply to private schools and that the Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state**

**intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

### **Flexibility in the Use of Title I Funds**

The LEA will have the option to set aside up to 20% of its Title I dollars to fund the school reform plan. This option will ensure resources can be allocated to these schools' improvement efforts. (p 83 of the ESEA Flexibility Request)

**School Choice Wisconsin requests that language be included in the ESEA waiver that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to government school programs, including priority and focus schools.**

### **2.F Other Incentives and Supports for Title I Schools**

**Does not apply to private schools.**

### **2.G Building SEA, LEA, and School Capacity to Improve Student Learning**

“Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school” (p 107 of the ESEA Flexibility Request).

**School Choice Wisconsin maintains that the above statement regarding constitutionality is correct and applies to Section 2G in its entirety. Unfortunately, the DPI proposals listed on page 107 and the following sections violate that statement.**

**School Choice Wisconsin maintains that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. SCW has in fact presented alternative language to DPI as possible and workable options which, to date, have not been inserted into the ESEA Waiver by DPI. As long as private schools participating in parental choice programs, identified as persistently low performing, improve to meet established and equitable benchmarks with equitable timetables to do so, the mechanism by which they achieve those results should be flexible and constitutional.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic**

**reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

“Therefore, when a choice school is initially identified as being among the persistently lowest performing schools in the state...

**It is important to note that a “choice school”, as such, does not exist. Rather there exist only private schools that participate in parental choice programs.**

**School Choice Wisconsin understands from its active participation in the Accountability Task Force that initial identification of a school should only take place after three years of growth data are available and not before. Prior to the release of this waiver it was understood that a school would only be included in the state accountability system that had three years of measureable growth data. This suggests that schools with one and two years of data will also be included. Comparing one year of snapshot test scores to a school with three years of growth data is inaccurate and potentially misleading. As such, the reporting of this data needs clarification and correction.**

“The choice school must enter into a performance agreement with DPI in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years.”

**It is important to note that a “choice school”, as such, does not exist. Rather there exist only private schools that participate in parental choice programs.**

**While the requirement of a performance agreement with DPI has potential constitutional issues, if a performance agreement with a private entity were an option, there are still problems with the requirement as “...annual state-approved performance targets that demonstrate substantial academic improvement...” is undefined. There is no detail as to what these standards are, if they are subject to change, what criteria was used for their creation and if they will be assigned equally to the government-run, charter and choice sectors.**

“Wisconsin’s new accountability system will provide a single statewide system that will impact all schools. Currently, the system is primarily linked to Title I, as there is no funding/consequences at the state level for non-Title I schools. The new system will look at all schools, including charter schools and schools participating in the Parental Choice Program, and hold the same standard of accountability for all schools, statewide” (p 110 of the ESEA Flexibility Request)

**“Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school”, therefore a new accountability system must be created that seeks to achieve common improvements and common minimum results across sectors, but it is not possible or**

**constitutional to create single and standard statewide method of achieving those improvements and results across the sectors.**

**Again, School Choice Wisconsin maintains that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. SCW has in fact presented alternative language to DPI as possible and workable options which, to date, have not been inserted into the ESEA Waiver by DPI. As long as private schools participating in parental choice programs, identified as persistently low performing, improve to meet established and equitable benchmarks with equitable timetables to do so, the mechanism by which they achieve those results should be flexible and constitutional.**

**The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.**

### **3.A & 3.B Teacher Evaluation Systems**

**Does not apply to private schools**

# QUALITY EDUCATION COALITION

131 W. Wilson St., Suite #700  
Madison, WI 53703  
608-267-0214

January 13, 2012

Superintendent Anthony Evers  
Wisconsin Department of Public Instruction  
125 South Webster Street  
Madison, WI 53703

Re: Wisconsin's ESEA Flexibility Request - Students with Disabilities

Dear Superintendent Evers:

We are writing to provide input on the waiver request which the State of Wisconsin intends to submit to the U.S. Department of Education which will outline changes to our state's accountability plan under federal education law. As a statewide coalition comprised of groups interested in quality education outcomes for all students, but particularly those with disabilities, we have been following Wisconsin's Accountability Design Team process and have both suggestions and concerns. Note that our recommendations closely mirror those provided to you by Disability Rights Wisconsin and the Wisconsin Board for People with Developmental Disabilities on October 28, 2011.

As you are aware, the Elementary and Secondary Education Act (ESEA) has provided important accountability for the achievement of students with disabilities. Any new flexibility in Wisconsin's system should continue to adequately protect the rights of students with disabilities. **In addition, while this waiver plan is important, we continue to believe that well-trained teachers, robust curriculum and quality instruction, particularly in the area of reading, is the key to closing the achievement gap and improving outcomes for students with disabilities.**

We hope you will consider and include our feedback in the waiver request as part of the state's requirement for meaningful engagement from diverse communities, including those who represent critical subgroups.

#### State-Based System of Recognition, Accountability and Support

We support a strategic accountability evaluation tool that drills down to pinpoint the root of an achievement gap for an identified subgroup. Data for any subgroup must be disaggregated to the greatest degree (e.g. IDEA category) allowing for targeted evidence-based intervention.

Wisconsin's waiver request should include a statement regarding how Wisconsin will provide meaningful access to the general education curriculum for students with disabilities, including targeted guidance by DPI to result in more accurate reporting of Indicator 5: Participation/Time in General Education Settings (LRE). Given the importance of the link between a student's performance and his or

her access to the general education curriculum, Indicator 5 should not only reflect where a child is physically present, but how the child is given meaningful access to general education curriculum. Wisconsin's guidance should make it clear that a child's placement is defined through their program of study to reflect the content that peers without disabilities are learning at that time.

#### Plan to Improve Instruction

Universal Design for Learning should be a component of Wisconsin's plan to address the needs of diverse learners across issues related to access to college and career ready standards; professional development; instructional materials and access and design of college preparatory courses.

#### High Quality Assessments

Wisconsin should ensure a 95% participation rate in state assessments, disaggregated by subgroup population. Wisconsin should continue its policy of not using the 2% flexibility which allows the shielding of performance of students with disabilities. Like Florida, Wisconsin's application should include a statement ensuring that assessment items will be developed using universal design principles and provide for accommodated versions of items when necessary, allowing valid use of these measures for the broadest possible group of students, including English language learners and students with disabilities. Wisconsin's application should adopt and implement the accommodations policy developed by the Race to the Top Consortia.

#### Growth Models

Wisconsin's waiver request should include growth models with have the ability to demonstrate growth for all students, including those using alternative assessments. The models should support accelerated growth toward proficiency for students with disabilities to address the achievement gap.

#### Subgroup Size

Wisconsin's current N size is far too large at 40 and is not appropriate for students with disabilities in smaller school districts. We appreciate your recent assurances that Wisconsin will now propose changing the accountability cell size from 40 to 20. However, we agree with Disability Rights Wisconsin and the Wisconsin Board for People with Developmental Disabilities that in a state like Wisconsin with many rural school districts, that an N size of 10 is actually a more accurate reflection of student performance and note that several states with more rural populations currently use an N size of 10.

#### Annual Measurable Objectives (AMOS)– Performance Targets

We recommend that the state consider a flexibility option which would allow Wisconsin to create AMOS which could allow for an accelerated proficiency plan for students with disabilities. A mere extension of the proficiency timeline is not appropriate for students with disabilities who have been experiencing the achievement gap.

#### Student Subgroups Reported for Accountability Purposes

We appreciate your intent to include disaggregated subgroup accountability for reporting purposes as opposed to moving to a system focused on a lowest-performing subgroup. We believe it is important to continue to disaggregate data by disability subgroup and we suggest that Wisconsin drill down to IDEA disability category. We share your concerns that without requiring accountability for specific subgroups the disability subgroup in some schools may be too small to trigger accountability concern.

#### Definition of Reward Schools

A high performing school should only be labeled as such when the school can demonstrate it is closing significant achievement gaps for all subgroups, including students with disabilities. DPI should include in its waiver request a plan to facilitate the intentional sharing of best practices and mentoring by high performing schools which serve students with disabilities well with those schools which are identified as needing support.

#### Interventions when Subgroups are Not Performing

A strategic accountability evaluation tool which identifies the root of an achievement gap within a clearly defined subgroup must trigger a set of questions accompanied by a set of evidence-based interventions. Interventions should be accessible to students with disabilities.

#### Graduation Rates

The definition used for Wisconsin's graduation rate should continue to be calculated by those graduating under Sec. 118.33(1), Stats. Data collection for Indicator 14: Participation in Postsecondary Settings One Year After Graduation must be improved to secure a statistically relevant response rate for each disability subgroup and we should better understand outcomes for students based upon diploma/certificate category.

#### School-Wide Reforms

Wisconsin's process for building school capacity should include the earlier referenced strategic accountability evaluation tool which would encourage and support the school-wide implementation of evidence-based practices which benefit all students – including those with disabilities: Universal Design for Learning; Response to Intervention; Positive Behavioral Intervention and Supports.

#### Teacher and Principal Evaluation

Any evaluation tool should include an evaluation of a general educator's capacity to support a particular subgroup which is experiencing an achievement gap. Wisconsin accountability measures in this category will influence and incent teacher and administrator degree programs in higher ed.

#### Items for Follow-up by DPI

1. We note that the waiver proposal will be posted for public comment prior to January 21. QEC members request a meeting with DPI to discuss the proposal in-person, prior to formal submission. In particular, we would like to review and discuss DPI's required implementation plan which will outline how the state intends to enhance the quality of instruction for students with disabilities.
2. QEC representatives request to be included in the development of any strategic evaluation tool that would highlight gaps which can be addressed through evidence-based practices.
3. QEC requests an update on Wisconsin's assessment development, including alternative assessment development.
4. As a statewide coalition representing a variety of organizations, QEC not only requests that this feedback be included as a part of required stakeholder input, but that QEC members should be formally invited to participate in ongoing conversations as Wisconsin implements approved waiver provisions.

We look forward to continuing dialogue with you about this important issue.

Sincerely,

s/Jeffrey Spitzer-Resnick

Chairperson

*The Quality Education Coalition (QEC) is Wisconsin's only coalition of parents, educators and advocates, that works together to improve the quality of special education in Wisconsin on a systemic basis. QEC works on a wide variety of issues which affect the quality of special education delivered to children with disabilities in Wisconsin.*



To: Wisconsin Department of Public Instruction  
From: Peggy Krusick  
Date: February 3, 2012  
Subject: Wisconsin ESEA Waiver Proposal Recommendations

- **College Readiness**  
Students start applying to colleges in the first semester of their senior year. College admission departments are reviewing the acceptance of students based on their most recent test scores which is usually at the end of their junior year. Students can wait until after their first semester senior year grades are recorded to apply but by this time much of the scholarship and grant money has been delegated, at least for private colleges. The monies are given on a “first come, first serve” basis so it is prudent to apply early. The eleventh grade is too late to take the Smarter Test. Problem areas need to be assessed by the student’s sophomore year in order to make important changes for their crucial junior year GPA.
- **District Accountability**  
Parents need to have school accountability not only on the district level but for individual schools as well. Choices are made between specific schools within a school district at the elementary level. Performance data for each school would give parents the tools to decide where to enroll their child for their foundational years.
- **Life Skills**  
Practical life skills are critical. A required personal finance class would give a child a basic tool for balancing their finances. Also, obesity is becoming an epidemic for our youth. Keeping required physical education classes benefit the body as well as the mind.
- **Similar Standards for Voucher Schools**  
Require licensure for teachers in choice schools as required for public schools. Taxpayers pay for voucher schools. The voucher schools should be held to the same standards as public schools. Teacher evaluations (examining MAP assessments as well) should be required for choice schools for the same reason.
- **Test Results Reported as a Percentage**  
Redesign the way WKCE scores are reported to parents by including current information along with the percentage of questions each pupil answered correctly for each core subject and area under that core subject.

- **Test Results in Paper Form**  
Many parents are busy and need to have practical information that is easy to retrieve. The test scores must be made available in paper form to every parent twice during an academic school year and up to four times during an academic school year upon parent request. Test scores must be given in paper form to any other interested persons upon request within ten business days. Test results must be broken down by school, grade and subject and areas underneath subjects. Provide parents in paper form with the last five years of any standardized tests given including the medium/mean WKCE in percentiles for each subject/subject area and Iowa test scores in percentiles for each subject/subject area. There must not be any arbitrary categories. Also, provide parents ACT scores by grade and subject and percentage of students taking advanced placement classes and pass rate in paper form. And, provide parents MAP assessment or any other assessment test scores by grade and subject in paper form. Failure to comply with academic performance facts on a school would render the school or district ineligible for state and federal monies.
- **Support Services for all Students**  
Schools must provide intervention and support services for all students regardless of whether they are free or reduced lunch.
- **Creative Skills**  
Art, music and theater help students creatively problem solve in their future career. Cutting edge companies excel in creative intelligence.



The following pages include testimony from a joint hearing of the Wisconsin State Legislature, held on February 2, 2012. Documents and positions included here are in reference to the Department of Public Instruction's waiver draft released for public comment on January 23, 2012.

**Assembly Committee on Education  
Senate Committee on Education  
February 2, 2012**

**Testimony of Dr. Mike Thompson, Deputy State Superintendent on the  
Department of Public Instruction's Elementary and Secondary Education Act Waiver Request**

I want to thank Chairperson Kestell and Chairperson Olsen for the opportunity to talk to you and members of your committees about the Department of Public Instruction's (DPI) proposed Elementary and Secondary Education Act (ESEA) waiver request.

The last reauthorization of the ESEA, also known as the No Child Left Behind Act (NCLB), was in January of 2002. Since that time the legislation's intent to increase student and school performance has not been realized due to overly prescriptive language which prohibits creative reforms that would help more students gain the skills needed for further education and the workforce. For instance, the ESEA's main approach to accountability is very narrow in its limited examination of proficiency in a given year with no attention to growth and its creation of a single pass/fail measure of school performance. This pass/fail measure is called adequate yearly progress (AYP). It is a measure that does nothing to identify specific needs in low performing schools or exceptional success in high performing schools.

Since it is unclear when, or if, Congress will reauthorize ESEA, we feel it is imperative to seek a waiver from the U.S. Department of Education (USDE) for flexibility regarding aspects of the law so we can increase rigor across the standards, assessments, and an accountability system that will result in improved instruction and improved student outcomes.

USDE has laid out what provisions states must address in any waiver request. All requests must address how states will use flexibility to implement a statewide accountability system that addresses four principles:

- College- and career-ready expectations for all students.
- State-developed differentiated recognition, accountability, and support.
- Supporting effective instruction and leadership.
- Reducing duplication and unnecessary burden.

DPI posted a draft of our waiver proposal on January 23 for public review and comment. This draft is the based on months of work by the department with numerous stakeholders including the department's work and involvement with the Accountability Design Team chaired by the State Superintendent, the Governor, Senator Olsen, and Representative Kestell and including Senator Cullen and Representative Pope-Roberts. We could not thank them more for their time and commitment to that process. The two week public comment period on the draft will end at the end of the day tomorrow, after which DPI will refine the proposal and submit to the United States Department of Education by February 21, 2012.

A primary reason for the federal Department of Education to offer an opportunity to apply for this flexibility is to allow states an opportunity to unify existing state and federal accountability systems. In Wisconsin, we are looking to build a statewide system, one that holds all schools that receive public funds accountable to the standards and expectations of the system. However, while our vision is for a statewide system encompassing all schools, it is important to note that the ESEA flexibility pertains to Title I schools only using Title I funds. There are no additional funding sources available from the Department

of Education for activities proposed by states in their waiver proposals, nor for state-developed accountability systems that reach beyond Title I schools.

Our waiver proposal is built around two key goals, raising rigor and personalizing learning. We need to be able to meet and exceed international standards and change expectations. In order to this we have to provide a statewide system of support for our schools and districts. In other words, our accountability planning is about more than just a labeling system. A labeling or rating system alone doesn't do anything to move the needle. We need to provide the diagnostic tools and supports to provide schools with the additional capacity to make changes that lead to improvement.

As I mentioned earlier, the Accountability Design Team recommendations provided the critical foundations for much of what you see in the waiver request including input about what it means to be college and career ready; identification of four key priority areas for an accountability system; and specifications for reporting school performance, including reporting both student growth and student attainment in our system.

Going back to the four principles that USDE requires us to address, you will see some significant changes that will affect schools and districts.

***Principle 1: Adopting College and Career-ready Expectations for All***

In order to ensure Wisconsin graduates are prepared for success in college and career, DPI is raising standards and thinking differently about assessment and graduation requirements. Specifically:

- **We have adopted the Common Core State Standards (CCSS), which will be fully implemented and assessed starting in 2014-15 school year.**
- **Proficiency on CCSS will be measured by new assessment systems.**
  - These assessment systems are being developed by the SMARTER Balanced Assessment Consortium (replacing the WKCE) and the Dynamic Learning Maps Assessment (replacing the WAA-SwD).
  - The new assessments will be online, guaranteeing faster turnaround of results for teachers, students, and families. Both assessments will be field tested in 2013-14 and required statewide in 2014-15.
- **Until the SMARTER test is operational, we will be raising expectations by piloting a different way of evaluating WKCE proficiency.**
  - Specifically, we will use cut scores based on the National Assessment of Educational Progress (or NAEP)—the Nation's report card—to measure proficiency on the WKCE.
  - This cut score change will result in a drop in proficiency rates, at least in the short term.
  - DPI fully intends to provide resources to support districts with this transition. Resources will include sample letters to parents explaining the change, press release info, and media outreach from DPI.
- **In order for growth to be measured at the high school level and to collect data that will inform students, parents, and educators about how on track they are toward college and career, DPI is recommending use of the EXPLORE-PLAN-ACT + WorkKeys package (the ACT suite) and will request funding to support administration of the assessments statewide in the 2013-15 biennial budget.**
- **Graduation requirements will be raised at the state level**
  - New graduation requirements will include 3 credits of mathematics; and 3 credits of science, engineering or technology (with 2 of those years as traditional science or science equivalency courses); and 6.5 elective credits.

- This represents a change from requiring a minimum of 13 credits for graduation to requiring 21.5 credits for graduation, which is in line with national averages and current local practices regarding total credits required for graduation.
- **DPI is developing plans for a Standards, Instruction, and Assessment Center that will produce high-quality, classroom-level instructional materials for teachers and educational leaders.**
  - The resources the SIA Center produces will directly address instruction and assessment of the Common Core State Standards and will target support to classroom educators and educational leaders.

**Principle 2: State –developed Differentiated Recognition, Accountability, and Support**

The accountability system being proposed provides meaningful results to inform differentiated recognitions, intervention, and support. Specifically, the accountability system:

- **Holds schools accountable according to the four Priority Areas identified by the School Accountability Design Team**
  - **Student Achievement**
    - This area looks at performance on the WKCE and the alternate assessment for reading and mathematic for all students.
  - **Student Growth**
    - *DPI’s approach is based on individual student growth, looking at student growth percentiles. Districts are awarded ‘credit’ for students’ growth within proficiency categories (like growth from the lower end of basic to almost-proficient), and between proficiency categories. As such, the growth calculation differentiates school performance in which schools with more low-performing students have more room to grow and can earn more points. Of course, schools still get credit for students who maintain proficiency and who move from the proficient to the advanced category. In other words, all growth is accounted for, but schools with the most room to grow can earn more credit.*
    - *We are committed to providing reports to schools/districts that include both student growth percentiles, and value-added reports developed in collaboration with VARC. We believe that multiple perspectives are important to understanding growth. The ESEA accountability waiver specifies that a growth model that controls for student characteristics, like value-added models, may not be used for federal accountability purposes. Basically, with what we have proposed, we’re complying with current requirements and staying open to possible adjustments in the future.*
  - **Closing Achievement Gaps**
    - *Here we are looking at three types of gaps that we know we have: attainment gaps; gaps in rates of growth (which acknowledges that lower attaining students must grow at higher rates in order to catch up); and graduation rate gaps. In order to do this we will compare each race/ethnicity subgroup to the highest performing subgroup; students with disabilities to students without disabilities; economically disadvantaged students to non-economically disadvantaged students; and English language learners to non-English language learners.*
  - **On-track to graduation and Postsecondary Readiness**
    - *This is primarily at attendance for elementary and middle schools, but in the future, we intend to include assessments in other content areas like science and course-taking.*
    - *For high schools, this includes attendance, graduation rates, and participation and performance on the ACT.*

- In the future, we'd like the postsecondary readiness indicator to include measures of postsecondary enrollment and retention, as well as important indicators about access to careers, the military, and industry certifications.
- **The accountability system ensures that all students are counted by including smaller populations in our calculations.**
  - Specifically, a cell size of 20 will be used for calculations. This is a change from 40. What this means is that more students will be accounted for in accountability calculations.
- **Classifies schools along a continuum of performance that will replace our current AYP pass-fail system.**
  - Schools will receive scores for each priority area and an overall index score of 0-100 that places schools within one of six categories:
    - Significantly Exceeding Expectations
    - Exceeding Expectations
    - Meeting Expectations
    - Not Meeting Expectations
    - Significantly Below Expectations
    - Persistently Failing to Meet Expectations
- **DPI will intervene or require certain changes in schools that are persistently low-performing or have persistently significant achievement gaps. Interventions are based on a differentiated system whereby schools complete a diagnostic review of their practices to identify key needs and strategies for improvement.**
  - *The waiver requires us to identify the lowest performing Title I schools in the state, and those that have persistent gaps between subgroups. The accountability index will be used to make these Title I designations and meet this federal requirement.*
  - *Public schools that are identified as the lowest performing schools will be required to implement one of two options.*
    1. They could conduct a diagnostic review with an external expert and develop a reform plan based on this review. The school must contract with a state-approved turnaround partner to implement reform plans that focus on improving core instruction in reading and mathematics.
    2. The school may choose to close.
  - *Charter and Choice schools that fall into this designation will have three options.*
    1. Have the same option as traditional public schools to conduct a diagnostic review.
    2. Charter schools can choose to close and choice schools to be removed from the program.
    3. Enter into a performance agreement with DPI to meet annual performance targets approved by the State.
  - Schools that have persistent gaps between subgroups will be required to develop school reform plans and work closely with the Wisconsin Response to Intervention (RtI) Center to implement these improvement plans.
- **DPI will build a Statewide System of Support for all schools.**
  - This includes online resources, required in some instances of identification but available to any school wishing to conduct a self-assessment or continuous improvement planning.
- **Districts will be identified for improvement in two ways: if the overall index scores fail to meet expectations at all three elementary, middle, and high school levels; or if the district has any schools with the Persistently Failing to Meet Expectations designation.**
  - For districts identified for improvement, DPI may require a contracted expert to complete a diagnostic review at the district level to evaluate critical systems and structures within the district's central office that include human resources, curriculum and instruction, finance, leadership.

- Based on diagnostic review the State Superintendent may direct reform at the district level. Districts would work closely with the district assigned turnaround expert in implementing the required reforms.
- In all cases, districts will be the entry point for school improvement and district reform.
- **In Priority schools failing to make adequate progress after three years, the State Superintendent will intervene to appoint a special master that may direct school board to open the school under a contract with a successful charter management organization, or close.**

***Principle 3: Supporting Effective Instruction and Leadership***

This portion of the waiver is based on the work of the Educator Effectiveness Design Team which produced the Wisconsin Framework for Educator Effectiveness, the primary purpose of which is to support a system of continuous improvement of educator practice—from pre-service through service—that leads to improved student learning. The system was designed to evaluate teachers and principals through a fair, valid, and reliable process using multiple measures across two main areas: educator practice and student outcomes.

Here are some main points of the system:

- All educators will be included in the evaluation system.
- Both principal and teacher evaluations will include multiple measures of educator practice and student outcomes. Educator practice will count for half of the evaluation; student outcomes will count for the other half of the evaluation.
- The measures used will differ for teachers of English language arts and mathematics than for teachers of other subject areas.
- The evaluation system will include formative (ongoing) and summative (once-a-year) elements, both to be directly linked to the educator's professional development plan.
- The system will be fully implemented in the state by the 2014-15 school year.

The Department of Public Instruction has the goal of producing a waiver request that accurately reflects the thoughtful input, recommendations, and compromises of the many groups and individuals that have been involved in the accountability reform process. This includes the recommendations of the Educator Effectiveness Design Team, the School Accountability Design Team and other stakeholder groups representing parents, classroom educators, school and district administrators, students with disabilities, English language learners, business leaders, philanthropic organizations, and community groups.

Additionally, we want to make sure we also take into account input from the general public. To date, DPI has received nearly 600 survey responses on the waiver via our Web site. We look forward to adding any additional comments received here today into that public record. The final waiver request will then address ways in which public input resulted in changes to our proposal.

Thank you and I would be happy to answer any questions you may have.

# Wisconsin Legislative Hearing on NCLB Waiver

February 2, 2012

Allan Odden

Strategic Management of Human Capital (SMHC)  
University of Wisconsin-Madison



## Waiver Expectations

- Designed to modify several glitches with the NCLB accountability requirements, and
- Continued pressure to move states towards more aggressive education reforms and real accountability
- Fabulous that Wisconsin is at the table as it had been reluctant in recent past to embrace these new accountability issues



## Cudos

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- Collaboration among DPI, legislature and governor
- Many, many topics in document
- Terrific the state will move to the NAEP proficiency standards
- Terrific that there is a robust proposal for school-based accountability
- Terrific progress on educator effectiveness/evaluation elements and I will comment only on them



3



## State Action on Teacher Evaluation

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- About 2/3 of the states engaged in changing how teachers are to be evaluated
- All require a **combination** of indicators including:
  - Measures of instructional practice – at least 50%
  - Student achievement data
    - State accountability test data – 3+ years of data
    - Other test data, that usually can include short cycle assessment data
  - Short cycle can comprise up to 35% of the data on student learning, so are important options



4



## Wisconsin' Proposal Similar

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- Educator practice is 50% of the score
  - Multiple observations
- Student data is another 50% to include
  - State accountability tests – revision of WKCE, given spring to spring means need 4 years to get three years of growth
  - Other local assessments – benchmark (like NWEA MAP), short cycle, SLOs



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## Possible Changes for Efficiency

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- Educator practice is 50% of the score
  - No need to start from scratch on the rubrics for the data – several rubrics have already been developed
    - Most also have been validated by the Gates Foundation MET study
  - Multiple live observations with pre- and post-observation conferences will be VERY expensive and require a squadron of observers



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## For the Educator Practice Measures

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- For rubrics:
  - Use a system that is part of the Gates study because they have been validated
- Consider videos instead of observations
  - Being developed both by TeachScape as part of the Gates MET program and by TNTIP
  - Easy to obtain
  - Only need trained scorers
- Consider requiring fewer observations, like 3, but embedded in one integrated curriculum unit – so an observation/video at the beginning for direct instruction, one in the middle, and one at the end when the teacher is having students apply the concepts and knowledge to novel situations



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## Possible Changes for Efficiency

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- Think hard about devolving details to each local district or consortia of districts
  - These systems are VERY hard to design and implement; most states struggling to design, pilot and implement
  - Few districts or regions have the expertise or resources to develop and implement these systems on their own
  - State should want a substantial common core so when the results are used for key decisions
    - licensure, tenure (continuing contract), promotion, dismissal, compensation – districts are using comparable metrics.



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## Use of the Evaluation Metrics

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- Lots of language that the evaluation system is part of the development system – fine but:
  - Make sure there is an aligned robust educator development system that doesn't depend on the evaluation system
  - Danger of using the evaluation results to pinpoint remediation for teachers – a concern
  - Difficulty of using the generic rubrics to imply training for content specific instruction
  - Think of the evaluation system as aligned with the development system but not a central part of it, because



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## Use of the Evaluation Metrics

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- The evaluation system is meant to be used for key decisions and need more than 3 levels:
  - For key decisions about teachers (principals) such as licensure, tenure (continuing contract), promotion, dismissal, compensation, etc.
  - Level 1 – initial licensure
  - Level 2 – 3-4 years later, “developing,” professional licensure, and then the tenure clock starts
  - Level 3 – another 3-4 years, tenure, effective
  - Level 4 – Advanced Professional
  - Level 5 – Accomplished professional



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## Think Now About Combining Multiple Measures of Teaching Performance

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- **Standard Prescription:**  
Instructional practice measure (e.g., teacher evaluation ratings) + Gain, growth, student growth percentiles, or value-added based on state standards-based assessments



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## Issues in Combining Practice & Student Achievement Measures

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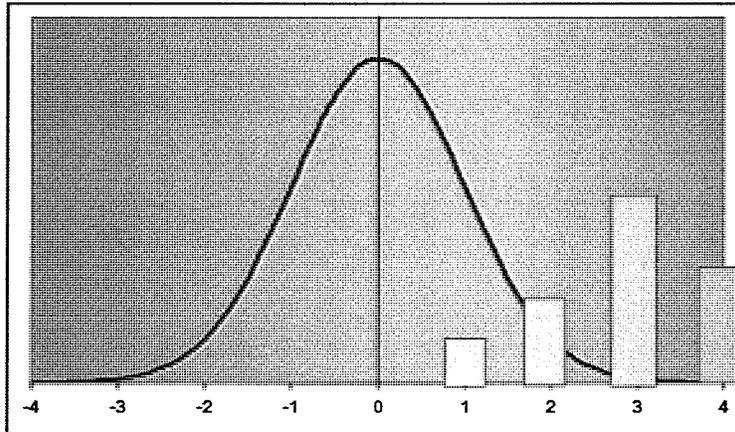
- But..... the practice measures and the student performance data have:
  - Different Distributions
  - Different Scales
  - Different Reference Points
- So much thought needs to be given to how they will be combined and into how many levels of effectiveness and used for what



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## Scales, Distributions, & Reference Points for Value-Added vs. Practice



## Putting Practice Ratings and Student Achievement on the Same Scale

Emerging Practice: Rescale growth, gain or value-added measure to match the practice rating scale

- Standardize & set cut-off points in units of standard error, standard deviation or percentiles

Category	In S.D. Units	Percentiles
Extraordinary (5)	>2.0 S.D. Above Mean	85 <sup>th</sup> +
Advanced (4)	1.5-2.0 S.D. Above Mean	70 <sup>th</sup> – 85 <sup>th</sup>
Effective, Professional (3)	0.0-1.5 S.D. Above Mean	50 <sup>th</sup> to 70 <sup>th</sup>
Developing (2)	Up to 1.5 S.D. below Mean	31 <sup>th</sup> to 50 <sup>th</sup>
Basic (1)	1.5 - 2 S.D. Below Mean	15 <sup>th</sup> to 30
Unsatisfactory	> 2 S.D. Below Mean	Below 15 <sup>th</sup>

## Conjoint Model for Combining 2 Measures

	Student Outcome Rating			
Teaching Practice	1	2	3	4
4 = Advanced	2	2		4
3 = Proficient	2	2		4
2 = Basic		2	2	
1 = Unsatisfactory				2

## Conjoint Model for Combining 3 Measures

To Get a Summary Rating of	Need Scores of at Least:
<b>5 – Accomplished</b>	4 on all measures
	2 on the practice measure and 4 on both the student achievement measures
<b>3 – Effective</b>	2 on the practice measure and 3 on both the student achievement measures - or - 3 on the practice measure and 3 on at least one of the student achievement measures
	2 on the practice measure and 2 on either of the student achievement measures
	1 on the practice measure and 1 on either student achievement measure

## **Use Metrics for a New Salary Schedule**

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- Current salary structures are unaligned with current education goals
  - Years of experience not linked to greater effectiveness after the first 3 years
  - Nothing in the structure that signals the need to improve instructional practice
  - No pay element linked to student learning gains
  - So current pay system not linked to core system goals – improved learning and teaching



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## **Create New Salary Structures**

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That trigger base pay increases on a validated metrics of teaching effectiveness:

- Link pay levels with teacher performance levels – levels of instructional performance to the system's view of effective instructional strategies
- Augment with bonuses based on student learning gains, for both teachers and principals
- Augment with incentives for teachers in subject shortage areas, and in high need schools
- Prime funding source is current teacher salary budget



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	Step Within Level	BA	MA	MA 60/ Doctorate
Entry	1	\$40,000	\$41,600	\$43,264
	2	\$40,600	\$42,224	\$43,913
	3	\$41,209	\$42,857	\$44,572
Developing Professional	1	\$45,330	\$47,143	\$49,029
	2	\$46,010	\$47,850	\$49,764
	3	\$46,700	\$48,568	\$50,511
	4	\$47,400	\$49,297	\$51,268
	5	\$48,112	\$50,036	\$52,037
	6	\$48,833	\$50,787	\$52,818
Effective Professional	1	\$56,158	\$58,405	\$60,741
	2	\$57,000	\$59,281	\$61,652
	3	\$57,855	\$60,170	\$62,577
	4	\$58,723	\$61,073	\$63,515
	5	\$59,604	\$61,989	\$64,468
	6	\$60,498	\$62,919	\$65,435
Exemplary	1	\$72,598	\$75,503	\$78,522
	2	\$73,687	\$76,635	\$79,700
	3	\$74,792	\$77,785	\$80,895
	4	\$75,914	\$78,951	\$82,109
	5	\$77,053	\$80,136	\$83,340
	6	\$78,209	\$81,338	\$84,590

National Board Certification	10%			
Percent Increase for Step	1.5%			
Percent Increase for Skill Level	Increasing	10%	15%	20%
MA, MA60/Doctorate	4.0%			
Math and Science Incentives	10.0%			




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## Aspects of this New Structure

- Major pay increase is based on metrics of instructional effectiveness – 10, 15 and 20 % Some step increases, if wanted – 1.5 %
- Pay can top out at different effectiveness levels if instructional effectiveness does not increase
- Can include wage premiums for math, science, high need school, MA/Doctorate, and National Board Certification
- Needs operating and transition rules
  - Key principle: move everyone on at current pay level, i.e., no one loses pay in the transition




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## Summary

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1. Measure teaching effectiveness with BOTH measure of teaching practice and impact on student growth
2. Produce 4-5 teacher performance levels
3. Have a multi-level state licensure system provide the rigorous external measures and combine more informal elements in the local evaluation system
4. Ensure all elements are linked to student growth
5. Use for licensure, tenure, promotion, measuring distribution, salary, dismissal
6. Make the system as efficient as possible



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Statement of  
Adam Gamoran  
John D. MacArthur Professor of Sociology and Educational Policy Studies  
Associate Dean for Research, School of Education  
Director, Wisconsin Center for Education Research  
University of Wisconsin-Madison

At the  
Joint Informational Hearing of the  
Wisconsin Senate and Assembly Committees on Education

February 2, 2012

Chairman Olsen, Chairman Kestell, and other members of the Senate and Assembly Committees on Education, thank you for this opportunity to discuss Wisconsin's request for a waiver from certain requirements of the federal No Child Left Behind Law. My goals in these remarks are to explain why a waiver is essential for our state, and why this particular waiver, if achieved, would advance the cause of education reform in the State of Wisconsin.

My name is Adam Gamoran, and I served with Chairmen Olsen and Kestell on the Design Team for Wisconsin's new school accountability system, a major source of input to the NCLB waiver request. My statement is based not only on that experience, but also on my expertise in education research over a career of 27 years at the University of Wisconsin-Madison, in which I have focused on efforts to improve performance and reduce learning gaps in U.S. schools from early education to the postsecondary level. I am an elected member of the National Academy of Education and have served on a variety of national education panels. Currently I am a member of the National Research Council's Board on Science Education. Recently I chaired the Independent Advisory Panel of the National Assessment of Career and Technical Education, and I also served a term as an appointed member of the National Board for Education Sciences. At UW-Madison, I am the John D. MacArthur Professor of Sociology and Educational Policy Studies, director of the Wisconsin Center for Education Research, and Associate Dean for Research in the School of Education.

### **Why a Waiver is Needed**

The No Child Left Behind Act (NCLB) had some successes, but it has fallen far short of its goals, and its demise is imminent. No Child Left Behind is failing because it set unrealistic expectations and failed to distinguish between effective and ineffective schools, and because its strategies for improvement were poorly and inconsistently implemented. Here in Wisconsin, we can do better.

Prior to NCLB, neither U.S. education policy nor Wisconsin state policy held schools accountable for students' test results. NCLB, which required states to set achievement targets for students and to hold schools and school districts accountable for reaching these targets, was the culmination of two decades of increasing emphasis on higher standards in education. It was passed with strong bipartisan support, as Republicans and Democrats alike supported the twin goals of raising achievement overall and reducing achievement gaps.

### *Accomplishments of NCLB*

Two important accomplishments were evident for NCLB early on. First, NCLB has highlighted inequalities among demographic groups. In the past, schools had been able to hide the low performance of disadvantaged groups behind a high overall average. That is no longer the case, as schools are held accountable for the success of all demographic groups. Of course, shining a spotlight on inequalities is not the same as reducing inequalities. Recognizing a problem, however, may be the first step towards addressing it.

Second, the increasing standards mandated by NCLB have apparently motivated teachers and principals to seek new ways of promoting higher achievement among their students. On surveys, teachers reported that they have responded to NCLB with efforts to identify new teaching methods and materials that will boost their students' test scores. Also, educators have indicated that the curriculum has become more rigorous as a result of accountability pressures. This is precisely the sort of incentive that the designers of NCLB had hoped to create.

### *Failures of NCLB*

Despite these accomplishments, NCLB has not come close to its goals. One reason is that NCLB's strategies for improvement have been poorly implemented. To take one example, NCLB requires schools that missed their achievement targets for three successive years to offer tutoring to low-achieving students. Yet only about 20% of eligible students receive such tutoring, and even among those who do, attendance is poor, the size of groups being tutored is often large (e.g., 8-10 students instead of 1-3), there is inconsistent coordination between tutors and teachers, and the qualifications of tutors are variable and unregulated. As a result, even though tutoring can be a powerful strategy for helping low achievers catch up to their peers, tutoring has made little difference under NCLB. Other improvement strategies such as hiring highly qualified teachers, promoting school choice, selecting instructional strategies based on research evidence, and restructuring schools, have also been weakly implemented.

Another reason NCLB cannot meet its goals is that it is not designed to distinguish between effective and ineffective schools. Under NCLB, students in grades 3-8 are tested each year in reading and mathematics. Each state designs its own test and determines what score on the test counts as "proficient" in the subject area. Some states have adopted easy tests and some state tests are harder; these contrasts are evident when one compares performance on each state's own test to performance on the National Assessment of Educational Progress (NAEP), a test given every two years in reading and math (and less frequently in other subjects) to a sample of students in grades 4, 8, and 12 in each state. NCLB requires states to increase year by year the percentage of students in each school who meet the proficiency threshold, so that by 2013-2014, 100% of students are proficient. Schools that fail to meet their proficiency targets are said to not make "Adequate Yearly Progress," and are subject to an increasing regimen of sanctions the longer they fail to hit their increasingly difficult targets.

This approach identifies schools where test scores are low, but it does *not* identify schools that are ineffective. Achievement test scores are responsive to many conditions, some of which schools can control, and many of which they cannot. NCLB holds schools accountable for student performance *at a given point in time*, instead of focusing on *how much progress schools make with students over time*. So, a school whose students have low test scores when they enter may not be counted as making "Adequate Yearly Progress," even if individual students are improving at a relatively high rate. In this way, NCLB mixes up effective and ineffective schools.

To illustrate this point, consider Figure 1, taken from a public report on school performance in Madison middle schools, compared to schools across Wisconsin. The vertical axis ranks Madison middle schools on the percentage of students scoring proficient, while the horizontal

axis ranks schools based on how much they contribute to *increases* in student performance. Some schools, with low average test scores have high levels of growth; these schools are being sanctioned under NCLB, when in fact they should be praised for their progress. James Wright Middle School stands out as an example in Figure 1: although it had the lowest percentage of students proficient among middle schools in the city, it was one of the most effective in elevating student performance from lower to higher levels.

### *Collapse of NCLB*

Whatever the accomplishments of NCLB, its demise is imminent. This is because it is tied to the unrealistic goal of 100% of students performing at the “proficient” level by 2014. The goal is unrealistic for two reasons. First, only a portion of student performance is subject to the influence of educators. As many writers have explained, schools contribute to student performance, but so do families, neighborhoods, and any other experiences students have outside of school. Second, while student test scores have risen since the introduction of NCLB, the rise is not nearly steep enough to meet the pace demanded by NCLB. As of 2010-2011, about half of U.S. schools were failing to make Adequate Yearly Progress. The proportion varied greatly from state to state. Part of the state-to-state differences reflect how students are performing, but mostly they reflect differences in the difficulty of the state assessments and in how rapidly the states have escalated the percent of students who must be proficient in order for a school or district to be counted as having met AYP. Wisconsin, for example, had in 2010-2011 the lowest proportion in the nation of schools failing to make AYP. This is not because our students perform at high levels, but because the target for percent proficient was set at a relatively easy level and has advanced slowly.

Even in Wisconsin, however, virtually all schools will soon be failing AYP. Figure 2 shows the percent of students scoring proficient in grade 4 reading, alongside the percent required to be proficient to make AYP, between 2001-02 and 2009-10. About 80% of fourth graders statewide scored proficient on the reading assessment in 2002-2003, a figure that has hardly wavered during the past 7 years. Yet nearly all schools met the proficiency standard required for AYP because the target was set low enough, and has risen gradually enough, to accommodate this flat performance trend. From 2002 to 2010, the AYP standard rose by 6.5 percentage points every three years. Beginning in 2010, schools are required to increase their percent of students by 6.5 percentage points every year to reach the target of 100% by 2014. In light of past performance, this appears utterly unrealistic.

Figure 2 also depicts the performance of a sample of Wisconsin fourth graders on the NAEP. The percentage of students scoring proficient has remained flat on this assessment as well, but at a much lower level. The contrast between statewide percent proficient on the state test and on the NAEP reveals that Wisconsin has a relatively easy test, or sets its proficiency target at a relatively low level. Many other states – indeed, those with low numbers of schools that have failed AYP – exhibit the same pattern. But even states like Wisconsin will soon have nearly all schools failing AYP, because even their tests are not easy enough to have all students scoring proficient.

In contrast to reading, Figure 3 shows that the percentage of Wisconsin fourth graders scoring proficient in mathematics has risen over time, from 71% in 2002-2003 to 80.5% in 2009-2010. Nonetheless, the same phenomenon will occur as in reading, that is, virtually all schools will fail AYP due to NCLB's artificial and unrealistic demands for percent proficient after 2010.

Thus, not only have the accomplishments of NCLB been limited, but the accountability system will shortly fail, as nearly all schools are unable to meet AYP. A system in which no participant can meet the standard is useless for accountability because it means that the rewards associated with success and the sanctions linked to failure no longer provide incentives for improving performance.

NCLB was scheduled for reauthorization in 2007. Congress has had five years to correct these problems, but it has yet to act. As a result, the Secretary of Education plans to use the authority given to him under the law to waive the unrealistic requirements of NCLB for states that agree to put into place a rigorous and in some ways more far-reaching accountability system, yet one that is more flexible and which focuses on the real problems of school improvement.

### **Why This Waiver Will Advance Education Reform in Wisconsin**

Wisconsin's Department of Public Instruction has taken advantage of this flexibility to propose a new accountability system for Wisconsin. Not only does the waiver request respond to the requirements of the U.S. Department of Education, but it proposes an approach that will serve the children and families of our state in a way that is far better than our current system of education accountability.

I will not review the entire waiver request, but I will make five points about its strengths that have led me to recommend that this waiver be pursued.

#### **1. Use of a Better Assessment**

Any test-based accountability system is only as good as the test upon which it relies. Wisconsin's waiver request proposes to move to the SMARTER Balanced assessment as soon as it becomes available in 2014. This will provide a deeper and richer assessment of student performance compared to our current assessment, the Wisconsin Knowledge and Concepts Examination. Perhaps more importantly, the new assessment will have higher standards for judging success than we are currently using, bringing Wisconsin in line with other states and with high-performing nations around the world in setting high standards for our students.

#### **2. Assessment of Educator Effectiveness**

To obtain a waiver, states are required to devise an approach for measuring the performance of educators, and to hold educators accountable for results. Wisconsin's approach will use test scores, but not only test scores. Under the waiver, Wisconsin would use a balanced approach to judging effectiveness, including observations of practice as well as impact on student achievement.

### 3. A Focus on Growth as well as Status

The school accountability system proposed for the NCLB waiver focuses on achievement *growth* as well as where students are at a given point in time (status). So, a school such as the James Wright Middle School in Madison, which serves a disadvantaged population, could demonstrate its success by making progress with low achievers, now that it will no longer have to reach completely unrealistic targets in an absolute sense. Schools will also get credit for closing achievement gaps and for keeping students on track to graduate high school on time.

For technical reasons which I have communicated separately to DPI and have included as an appendix to my written statement, I believe DPI has not chosen the best available approach to measuring achievement growth. But any approach that takes growth into account is much better than the approach we are currently using under NCLB.

### 4. Every Student's Test Scores Matter

In a system solely focused on hitting an achievement target, the students who matter the most are those whose scores can be elevated from slightly below to slightly above the target. Wisconsin's waiver request will make every student's score important, because every student can contribute to the measure of achievement growth over time.

Many other states are proposing to drop their attention on student demographic categories to focus solely on low achievers. I think this is a poor decision and I am glad to see that Wisconsin is not pursuing that route. Achievement gaps by race, ethnicity, income level, language minority status, and disability status are the most challenging education issue of our time, and it is essential that we continue to focus on that challenge – as Wisconsin's waiver request proposes.

### 5. Targeting Interventions to Where They Are Needed Most

NCLB mixes up effective and ineffective schools and as a result, schools that perform well may still be sanctioned if their students start out with low achievement levels. By focusing on achievement growth as well as status, Wisconsin's waiver would sort this out. Moreover, the waiver request would target interventions to where they are most needed, that is, schools in which achievement is persistently low *and* little growth occurs.

## **Conclusion**

With the collapse of NCLB on the horizon, we face a clear choice: develop a new approach to accountability, or abandon accountability altogether. In the absence of changes at the federal level, it is left to the states to devise an appropriate response. In my judgment, Wisconsin's waiver request will allow us to maintain the advantages of education accountability while overcoming many of the flaws of NCLB.

The State of Wisconsin has a long history of leading the nation in designing innovative social programs. Our contributions to national welfare reform are well known, but the history is much

longer. In his introduction to Charles McCarthy's 1912 book, *The Wisconsin Idea*, former president Theodore Roosevelt explained:

[Wisconsin] has become literally a laboratory for wise experimental legislation aiming to secure the social and political betterment of the people as a whole...The Wisconsin reformers have accomplished the extraordinary results for which the whole nation owes them so much, primarily because they have not confined themselves to dreaming dreams and then to talking about them. They have had power to see the vision, of course; if they did not have in them the possibility of seeing visions, they could accomplish nothing; but they have tried to make their ideals realizable, and then they have tried, with an extraordinary measure of success, actually to realize them.

With this waiver request, Wisconsin becomes a leader in designing an accountability system that is fairer, more accurate, and therefore more useful in advancing the cause of educational progress and equality. We should pursue it with all vigor.

## Appendix: Approaches to Measuring Achievement Growth for School Accountability

Wisconsin proposes to assess achievement growth for school accountability using an approach known as Student Growth Percentiles (SGPs). SGPs identify differences among schools in changes in the percentile rankings of students who attend them. SGPs are a useful descriptive tool. However, they have three weaknesses that limit their value for an accountability system.

### 1. No adjustment for measurement error

Achievement tests are an imperfect gauge of student performance. Accuracy can be improved with statistical techniques that adjust for measurement error, that is, adjustments that incorporate uncertainty about how well student performance has been measured. Under the proposed waiver, achievement growth will become part of a high-stakes accountability system, and it should be as accurate as possible. Adjusting for measurement error improves the accuracy with which school contributions to student growth are assessed.

### 2. No standard errors

When measuring school contributions to achievement growth, it is important to estimate not only the effects of schools, but how precisely those effects are measured. Standard errors are the usual way to gauge precision. Without standard errors, educators are left without knowledge of how precisely their contributions have been measured. Is there a high or a low degree of accuracy? Absent this information it is hard to have confidence in an accountability system.

### 3. No accounting for large vs. small schools

In calculating changes in student percentile rankings, the SGP approach does not take account of whether a school estimate is based on many data points, or only a few data points (i.e. many students or few students). In a school with few data points, estimates can be pulled in one direction or another by just a few cases. SGPs try to deal with this problem by focusing on medians rather than means. A more sophisticated approach is to produce “shrinkage” estimators, which adjust each school’s estimate according to its precision. School effects that are especially imprecise (generally because they are estimated on few data points) are “shrunk” towards the overall mean as a way of adjusting for imprecision. This is a standard feature of multilevel statistical modeling (modeling achievement of students within schools) that helps improve precision, but SGPs do not incorporate this feature.

### *Value-Added Models to Measure Achievement Growth*

Value-added models are a widely used alternative to SGPs. They do not share these weaknesses: sophisticated value-added models adjust for measurement error, generate standard errors, and adjust estimates of school effects according to their precision. Many value-added models also control for student demographics (e.g., race, free lunch, etc.), but that is not permitted under the NCLB waiver. It is important to note that (a) **demographic controls are not necessary features of value-added models** and (b) **value-added models without demographic controls are superior, for the reasons above, to SGPs** (which also do not use demographic controls).

## Further Reading

Note: Portions of these remarks are adapted from A. Gamoran, The future of U.S. educational inequality: Will better measures and more accountability make a difference? Forthcoming in *Revue Française de Pédagogie*.

Also see:

Gamoran, A., Editor. (2007a). *Standards-based reform and the poverty gap: Lessons for No Child Left Behind*. Washington, DC: Brookings Institution.

Gamoran, A. (2007b). School accountability, American style: Dilemmas of high-stakes testing. *Swiss Journal for Educational Science and Research*, 29, 79-94.

Harris, D. N. (2011). *Value-added measures in education: What every educator needs to know*. Cambridge, MA: Harvard Education Press.

McCarthy, Charles. (1912). *The Wisconsin idea*. New York: Macmillan.

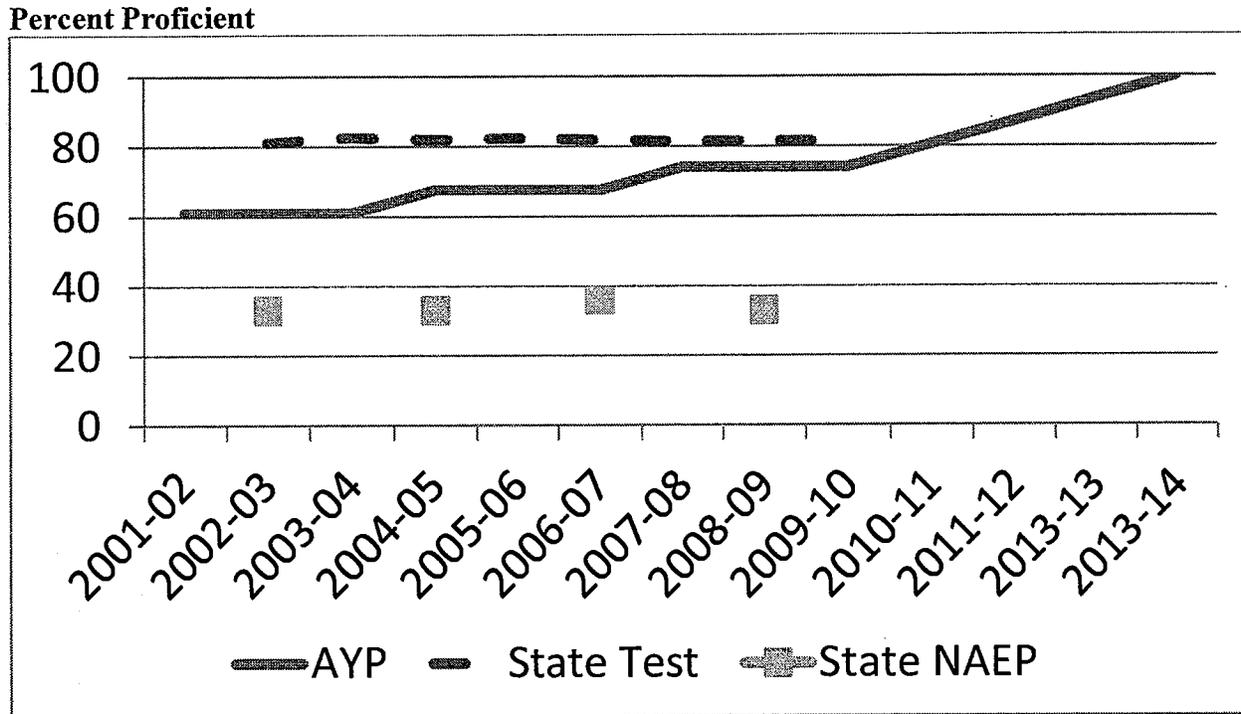
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Usher, A. (2011). *AYP results for 2010-2011*. Washington, DC: Center on Education Policy. Available at: <http://www.cep-dc.org/displayDocument.cfm?DocumentID=386>

Value-Added Research Center. (2011). *The Madison Metropolitan School District Value-Added Model*. Madison, WI: Madison Metropolitan School District, p.15. Available at: [http://www.schoolinfosystem.org/pdf/2011/09/mmsd\\_value\\_added2011fullreport.pdf](http://www.schoolinfosystem.org/pdf/2011/09/mmsd_value_added2011fullreport.pdf)

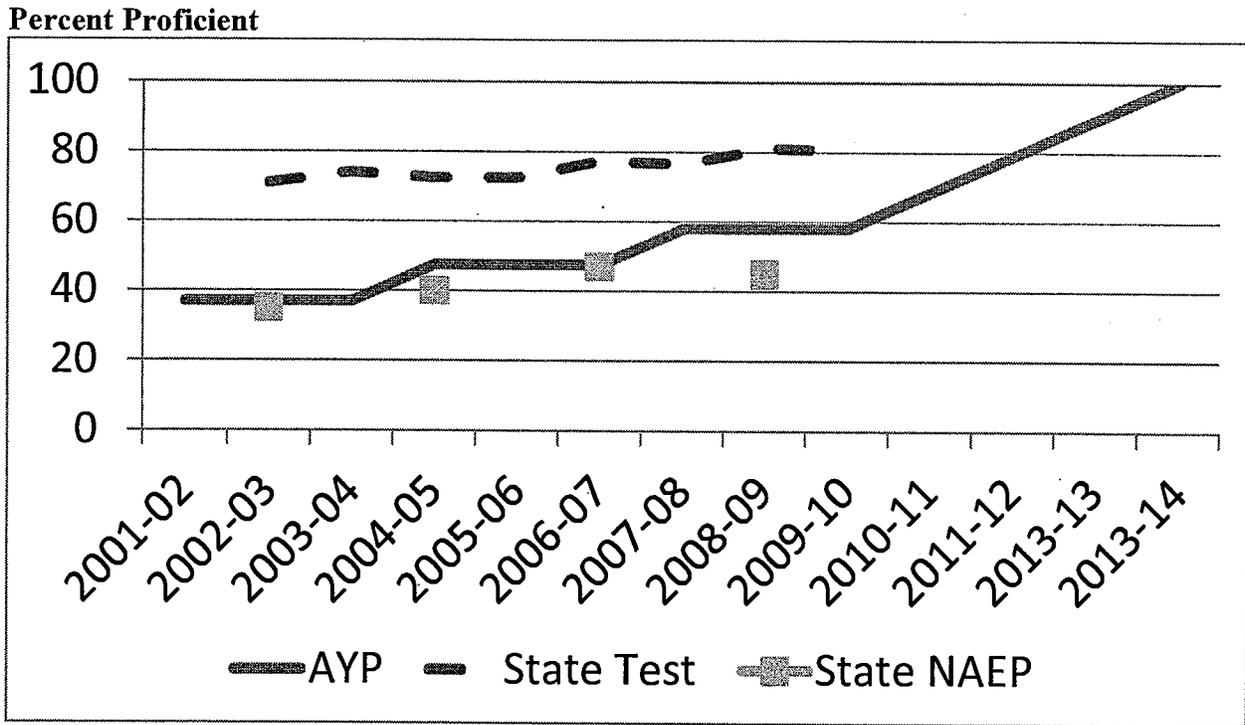


**Figure 2. Adequate Yearly Progress and Proficiency Rates in Grade 4 Reading in Wisconsin**



Sources: Wisconsin Department of Public Instruction; National Center for Education Statistics

**Figure 3. Adequate Yearly Progress and Proficiency Rates in Grade 4 Mathematics in Wisconsin**



Sources: Wisconsin Department of Public Instruction; National Center for Education Statistics



# WISCONSIN EDUCATION ASSOCIATION COUNCIL

**Testimony of Mary Bell, WEAC President,  
before the Senate and Assembly Education Committees  
February 2, 2012  
ESEA Waiver**

Thank you for holding this hearing and inviting public testimony on Wisconsin's request for a waiver from several provisions in the federal Elementary and Secondary Education Act (ESEA) commonly referred to as "No Child Left Behind." My name is Mary Bell. I am a library media specialist and English teacher currently serving as the president of the Wisconsin Education Association Council, the largest union of education employees in the state.

Our union of educators supports efforts by State Superintendent Tony Evers to find a better way to measure how all of Wisconsin's schools are performing to ensure accountability because all children should have outstanding educational opportunities. Through a series of forums around the state last fall, we were pleased to add the voices of educators and community residents offering input on how the state might approach increasing childhood literacy, developing a fair and reliable way to evaluate teachers and principals, and pursuing an accountability system that reflects what Wisconsin citizens value in their schools. Education policy proposals are strengthened when those who work in our classrooms and interact with students are part of the conversation.

This waiver application is an improvement over the No Child Left Behind (NCLB) Act with its overemphasis on student testing and impossible proficiency standards that set all schools up for failure. The waiver provides useful information for teachers and administrators to quickly identify and help struggling students. That's important, because under the current system students are tested in the fall but educators do not see their results until the following spring. Under NCLB, schools that fail to make Adequate Yearly Progress face sanctions that are more focused on punishing than improving schools, like replacing staff and reconstituting schools, among other actions. Make no mistake, Wisconsin's waiver application is aggressive, as schools that are persistently low-achieving and do not make improvements will be closed. But, in contrast to NCLB, the waiver is solutions-based, designed to make all schools better, and targets resources to where they are needed most.

Under NCLB, we have also seen schools and districts narrowing their curriculum to focus on tested subject areas at the expense of other areas – art, music, health, physical education, career and technical education, and other important components of a well-rounded education. Clearly, NCLB needs to be changed.

The plan by the Department of Public Instruction (DPI) for the NCLB Flexibility Waiver brings more balance to the state's accountability system as it establishes an index to track schools in four priority areas: 1) student attainment; 2) student growth; 3) closing achievement gaps; and 4) on-track to graduate and post-secondary readiness. In addition, three performance expectations will be factored into the new accountability index: 1) test participation; 2) dropout rates; and 3) 3<sup>rd</sup> grade reading. The priority area scores will be factored together with the performance expectations to provide an accountability score for a school on an index from 1-100.

The waiver request also reduces the cell size from 40 students to 20 students for accountability calculations which will better identify groups of students who may be struggling but were not reported under the old system. The new reporting system will require school districts to better identify groups of students and areas where learning gaps may

Mary Bell, President  
Dan Burkhalter, Executive Director

exist so that they address the learning needs of all students. With these changes, improved professional development is important. To be successful, teachers will need more common planning time where they can work together on strategies to ensure student success.

In addition, in the waiver request, Wisconsin will move away from the Wisconsin Knowledge and Concepts Exam (WKCE) and the Wisconsin Alternative Assessment and toward the new SMARTER Balanced Assessments and Dynamic Learning Maps. These new tests include a variety of assessments at the classroom, school and district levels to provide schools and educators with data throughout the academic year. Teachers will then be able to use this timely data to inform their instruction and guide learning interventions. School districts can use the data to target professional development and ensure an accurate measure of each student's progress. Again, professional development will be important here.

Notably, *all* schools receiving public funds, including Title I schools, non-Title I schools, charter schools and voucher schools are subject to the proposed new state accountability system. Over the years, WEAC has advocated for holding all taxpayer-supported schools to the same standards and to assess them in the same way so it is easier for parents and the community to make "apples to apples" comparisons. If our state is serious about pursuing a comprehensive accountability system that assesses whether the education needs and achievement goals of all students are being met, voucher and charter schools must be included along with traditional public schools. To do anything less would shortchange students, parents, local communities, and our state.

Of course, student test scores and graduation rates are only one part of the picture. While these outputs are important markers, they do not tell us what we need to do to improve school performance. Efforts to improve school quality must identify variables internal to the process of education itself that are directly related to student learning. These inputs include teacher quality, professional development, the availability of subject-specific specialists, class size, tutoring and other academic supports, and a rich curriculum.

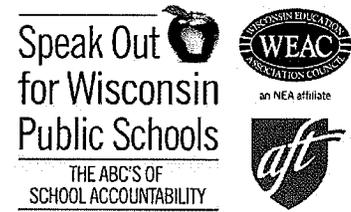
As we traveled the state last fall in our Speak Out for Public Education forums, parents told us that when it comes to measuring schools and holding them accountable, they wanted to know about programs in art, music, physical education, world languages, and similar opportunities. These programs contribute to student achievement and build a well-rounded education. (A summary report and video outtakes from our conversations with communities across the state can be found by visiting [www.weac.org/speakout](http://www.weac.org/speakout)). An accountability system that only focuses on outputs and disregards inputs is unbalanced. We sincerely hope a holistic approach that includes both outputs *and* inputs will be included in the state's final waiver application.

For an accountability system to be successfully implemented, resources must be available. For instance, it takes staff time and costs money to carry out the proposed on-site diagnostic reviews and targeted intervention. To fund data collection systems that trigger labeling of schools, but not invest in solutions and interventions, would only repeat past mistakes from the flawed NCLB.

I applaud State Superintendent Evers and the Department of Public Instruction for offering an NCLB waiver request that is thoughtful, honors and reflects the work of diverse taskforces, and seeks to improve instruction and student outcomes. I hope any potential legislation introduced in conjunction with the state's waiver application equally embraces the deliberative work of the task forces and reflects what truly makes a difference for our children.

## **WEAC and AFT Recommendations to State Superintendent Tony Evers**

*November 21, 2011*



The Wisconsin Education Association Council (WEAC) and the American Federation of Teachers, Wisconsin, (AFT) submit the following recommendations to the Governor's School Accountability Task Force. The recommendations are informed by a series of eight public events held around the state entitled **Speak Out for Public Schools: The ABC's of School Accountability**. The Speak Out events were promoted and open to the public. Local media were invited and attended each of the events. They occurred in Eau Claire, Weston (DC Everest), Superior, Reedsburg, Oshkosh, South Milwaukee, Kenosha and Green Bay. The events started on September 20th and concluded on November 8th.

More than 500 Wisconsin parents, community members, teachers, support professionals and school officials attended the events. The events were organized around four discussion areas: school programs and services, student achievement, teaching effectiveness and parent/community involvement in schools. The discussions were conducted in small groups of six to ten participants. Small group discussions were led by local volunteers. The format was designed to allow individuals ample opportunity to voice their opinions and to suggest ideas not specifically addressed by the discussion questions. Individual responses to questions were collected and tabulated.

Additional conversation and input was generated through an online Facebook page at [www.facebook.com/SpeakOutWisconsin](http://www.facebook.com/SpeakOutWisconsin). Review of Facebook discussions served as an additional basis for the recommendations.

The recommendations offered by WEAC and AFT are:

- **Recommendation #1:** Wisconsin should create a holistic system of school accountability.
- **Recommendation #2:** Wisconsin should develop specific criteria for assessing non-tested subject areas.
- **Recommendation #3:** Wisconsin should assess key indicators of school quality, including class size, the quality and availability of staff professional development programs, the availability of vital student support services and school climate.
- **Recommendation #4:** Wisconsin should link educator evaluation systems to professional development programs that promote teaching effectiveness.
- **Recommendation #5:** Wisconsin should provide parents with access to meaningful information regarding the strengths and weaknesses of their schools.

**Recommendation #1: Wisconsin should create a holistic system of school accountability.**

Issues surrounding school and teacher accountability are being discussed with increasing frequency nationally, with many states contemplating and even enacting new systems and measures. When asked about accountability, Wisconsinites who attended the statewide series of listening sessions identified breadth of curriculum and student support services as some the most important qualities they value in their schools. And, regarding school improvement and teacher effectiveness, participants identified class size, school environment (climate) and professional development as key areas that mattered most.

Many of these measures fall on the input side of the school equation, and stand in contrast to the standard set of outputs (test scores, disaggregated test scores and graduation rates) that have come to dominate school accountability. Outputs are important markers, but they do not tell us what we need to do to improve school performance. Efforts to improve school quality must identify variables internal to the process of education itself that are directly related to student learning. These inputs include teacher quality, professional development, the availability of subject-specific and developmental specialists, class size, tutoring and other academic support services for students, and effective school leadership, to name but a few.

The question before us today is how to build an accountability system that balances the measure of vital inputs (programs and services for children) with standard output measures. How, in other words, can we build an accountability system that actually measures the programs and services that the public values most?

Parents and community members attending the listening sessions identified art, music, foreign language, and career and/ technical education specifically as classes that they are most concerned about losing—or that they want more of in districts where such programs were deemed insufficient.

Because student outcomes in these subjects are difficult to measure through the present regime of standardized testing, the state accountability system must incorporate school-based measures of student performance if they are to respect the integrity of these disciplines.

**Wisconsin can create a holistic assessment system that better informs strategies to improve achievement and better reflects what parents and community members value most by:**

- Balancing inputs (programs and services for children) with standardized outcome measures, and
- By incorporating school-based performance measures in non-tested subjects into the overall set of metrics used to assess education.

In order to incorporate non-tested subjects into the accountability system, Wisconsin must first identify the basic qualities it aspires to, specifically for art, music, foreign language and career and/ technical education. Then it can determine the extent to which school districts are meeting standards related to (1) opportunity to learn, and (2) quality. Do all students statewide have equal access to such programs?

At what grade levels should the different subjects be introduced? And how do we measure the quality of these programs in objective fashion?

**Recommendation #2: Wisconsin should develop specific criteria for assessing non-tested subject areas.**

Wisconsin has academic standards established in a number of areas, and they should be enhanced to include robust offerings in art, music, physical education, foreign language, and career and/ technical education. Speak Out participants were most concerned about preserving these curricular offerings, and Wisconsin should develop a unique set of rubrics for each of these non-tested subjects.

WEAC and AFT recognize that assessing non-tested subjects such as art and music poses many challenges. Further inquiry and discussion are needed to develop an assessment model that will work for Wisconsin. Nevertheless, we believe that, at minimum, non-tested subjects can be assessed using the four sets of criteria outlined below.

**(A) Measure the quantity and duration of such programming (opportunities to learn)**—what are the minimum number of hours and days of instruction and number of course offerings that should be made available to students, what percentage of students should be able to participate at different grade levels, and are school districts meeting these requirements?

**(B) Use teacher qualifications as a measure of program quality**—quality measures should include the qualifications of staff teaching the different programs beyond basic licensure requirements. How do you measure a highly qualified foreign language teacher? How about a teacher of art? Are more robust experiences needed than traditional schooling that would allow teachers to be more effective in class? Are there specific certificate programs that better enrich teachers and help them be more effective? One possible measure of teacher qualification is National Board Certification, given its rigor and availability in almost all subject areas. Other criteria should also be explored.

**(C) Establish school-based performance measures**—the state also needs to establish simple and clear parameters outlining criteria for performance assessment that schools can use to measure student achievement in these programs. Performance is the ability of a student to exhibit actions that show understanding of a subject. In science, for example, a student's knowledge of the experimental method is better measured by having them perform an actual experiment and assessing the process than by asking a series of questions on a standardized exam. Similar performance expectations should be developed for art, music, foreign language and career and/ technical education.

In music, for example only, 10th grade students might be expected to play basic scales on their instrument, and successfully master compositions for band or orchestra performance. Different skills and expectations would be set for different grade levels.

In art, students might be expected to understand primary colors and color composition by the end of middle school. Art students in high school might be expected to establish rudimentary skills of creating dimension (depth) in sketches and paintings. In short, performance measures are those where students can demonstrate a level of mastery over a given topic, which is especially important for subjects that are not easily measured by standardized tests.

Other program performance measures might also be developed. For example, we know that music and art teachers value the role of families and the community and look for regular opportunities to build partnerships that extend beyond school (community music festivals, performances at nursing homes, community art fairs, etc.). Standards might be developed that measure the frequency and adequacy of such outreach programs.

School districts would be required to construct their assessments based on guidelines provided by the state, but implemented locally.

**(D) Set participation goals and determine if these subjects improve graduation rates**—the state should set goals that a minimum percentage of at-risk students participate in art, music, foreign language and career and/ technical education in pilot districts and establish an ongoing study to determine any correlation with rates of graduation.

By assessing the extent to which students are offered these subjects by grade level, by establishing quality measures for teachers that are discipline specific, and by creating standards that allow school districts to score student performance, Wisconsin can create a rigorous and objective set of accountability measures in non-tested subjects, while ensuring their survival in an environment of ever-narrowing curricular offerings.

**Recommendation #3: Wisconsin should assess key indicators of school quality, including class size, the quality and availability of staff professional development programs, the availability of vital student support services and school climate.**

When asked about school improvement strategies, participants rated highly the importance of class size, professional development for staff, and a positive school climate, which includes relations between staff and administrators as well as those within the overall school. These topics account for more than a third of the responses to the question “How do we improve schools where the students are struggling?” Importantly, class size, professional development, and a positive school climate also ranked highly as strategies participants identified to support effective teaching.

Participants also identified student support services, which include academic support (tutoring and mentoring) in addition to guidance and psychological counseling, as highly valued programs.

Accordingly, the state’s accountability system should measure class size. It should also gauge the level and nature of support services for children. In addition, school climate should be assessed with annual state-developed surveys to ensure comparability between schools and districts.

Professional development poses a larger challenge. The frequency of professional development could be counted, but the quality of those programs—the extent to which they are targeted to specific needs of individual teachers—is more difficult to assess.

One strategy is for the state to establish a best practices guideline that it then asks school districts to adopt. Accountability would be a measure of the extent to which districts adhere to the guideline. A small number of expert teams could be created to work with low-performing schools to implement these practices. Other school districts could be randomly audited every few years to measure their progress.

Ultimately, the extent to which these input measures help student achievement will be checked by output measures, such as standardized tests in reading and math, which undoubtedly will remain as one component of any accountability system. The relationship between these input variables, school-based performance measures, and outcomes can then be better analyzed.

**Recommendation #4: Wisconsin should link educator evaluation systems to professional development programs that promote teaching effectiveness.**

If the purpose of accountability is to improve student achievement, then the role of teaching is integral. Expectations for teachers continue to increase and today's teacher is required to have more knowledge than her/his predecessors about subject matter and the skills necessary to teach effectively. This requires knowledge of child development, learning styles and different methods of teaching to meet the needs of all students in our increasingly diverse state. Our teacher evaluation system needs to be aligned with what we know are the characteristics of effective teaching.

Speak Out participants cited, and WEAC and AFT agree, that teachers must know the subjects they teach, must understand child development as it pertains to learning, and must be able to adapt their lesson plans to children with different learning styles.

It is hoped that Wisconsin's new teacher evaluation system being developed through the State Superintendent's Educator Effectiveness Design Team will be an important step in appraising a teacher's understanding of and ability to practice different teaching methods. Ideally, professional development programs (suggested above) would be aligned with these new teacher evaluations and offer development opportunities in areas identified through the evaluation process.

Participants, it should be noted, overwhelmingly reject the use of standardized test scores as a primary means to help improve teaching, although they do support using growth measures of student progress through the school year. They reject basing pay on standardized test scores and reject tying evaluation primarily to standardized test scores.

Instead, participants favor as the best strategies to help effective teaching: teacher mentoring, professional development, reasonable class sizes, and maintaining a positive school climate.

*Participants, in other words, believe that strategies that promote the growth of teaching are the best means we have to improve overall academic quality and achievement.*

Accordingly, as part of the state accountability system, Wisconsin should report by district: the percentage of new teachers with trained mentors, the percentage of teachers working toward master status, the percentage of teachers with master status, and rates of teacher retention not related to an individual's inability to gain professional licensure (in which case they are forced to leave the profession).

**Recommendation #5: Wisconsin should provide parents with access to meaningful information regarding the strengths and weaknesses of their schools.**

Information collected at the state level from each of the assessments outlined in recommendations 1 through 4 should be available to parents, teachers, school officials and others through a transparent and easily understood system. Additional information, such as the hours and numbers of course offerings by district, teacher and staff expertise, and school performance standards for non-tested subjects, would be posted and made available to the public while maintaining current confidentiality protections afforded to students and staff. This information should become part of a new standard for school performance reports.

**Conclusion**

A holistic accountability system would (1) incorporate input variables (programs and services for children) linked to achievement, (2) incorporate school-based performance measures for non-tested subjects, and (3) put in place measures that promote teacher growth. A holistic system is more likely to promote student growth than an outputs-only accountability system because it measures what affects classroom teaching and the level of support services and programs for children. It would also have the advantage of reflecting what parents and the community value most in their schools.

-end-

# School Choice

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## Testimony for Public Hearing on ESEA Waiver

February 2, 2012

Chairman Olsen, Chairman Kestell, Committee members,

Thank you for the opportunity to present testimony in front of this joint hearing on the waiver to Elementary and Secondary Education Act. While this process has been ongoing for months, the first official act will be the application for this waiver.

We appreciate the opportunity to have participated in the Design Team for the new Wisconsin State Accountability System. We are strong proponents of accurately creating and disseminating data about schools of all sectors. Parents, in the end, need to be empowered with opportunity and useful information. To that end, the new measures in the report card are welcomed.

That being said, we believe the lack of focus on replicating high performing schools misses a golden opportunity. Instead, there is a disproportionate focus on turning around low-performing schools, an area where the results frankly have been quite limited. Simply disseminating best practices and sending out press releases thanking high performing schools is not enough. We should have created a system where we can quickly adapt other schools to their practices.

Still, the new accountability system has great potential...in theory. In practice, however, there are areas that cause us concern.

To start, compared with other states' waiver applications, we have not found any that are trying to expand state governmental power over charter schools or private schools in school choice programs. Yet this application contains expansions of regulatory authority in those areas.

This waiver is for Title 1 public schools, meaning that private schools in choice programs have no bearing on its acceptance. We understand the desire to include an all-encompassing state accountability system. But with so much undefined, we do not see why DPI needs to have expanded regulatory powers granted to them by the legislature before the waiver is even approved.

Further, charter schools already have an authorizer and the power to remove a child from a private school already exists – with parents. While we are open to the possibility of changing the system to address low performing schools, we have not heard a convincing argument about how more government bureaucracy in the choice program improves education for anyone.

There are also serious equity issues that would need to be remedied prior to changes in the current system. For starters, the interventions for schools under sanctions are not equal on time, funding, or finality.

Traditional public schools would be eligible for Title funding and rolling three-year interventions with no hard end date for failure to improve. Private schools in the choice program would have state interventions into private operations, no funding, a single three-year window and a fixed time for removal from the program, according to the proposal. It is roughly the same for charters.

In brief, public schools get money and unlimited time without closure. Education reform entities are given one shot at improving, then closure.

Without a plan to create high performing seats, where are these children supposed to go? Moving a child from one low performing school to another improves nothing, unless your goal, at least in Milwaukee and Racine, is to move children from education reform entities back to the public schools.

Equity across all these sectors should be the starting point, the foundation of a truly transparent accountability system. The sanctioning system referenced in this waiver proposal is clearly not equitable and therefore, something we cannot support.

Attached to this letter are comments from School Choice Wisconsin on all aspects of the waiver application. We detail the sections we like, those that need more clarification and those we oppose. I hope you will review these items as your work continues on this process.

With legislative input I believe this waiver and new accountability system could provide parents with new freedoms and opportunities. However, the process of empowering parents and schools by gaining relief from federal mandates should not be used as a way for DPI to replace those mandates with new bureaucratic powers of their own.

Thank you,

Jim Bender  
School Choice Wisconsin

February 2, 2012

## **Public Hearing on ESEA Waiver Application**

This document was prepared by School Choice Wisconsin, an advocacy organization that works with schools that participate in the Milwaukee Parental Choice Program and Private School Parental Choice Program in Racine. Our review of the 2012 ESEA Waiver prepared by the Wisconsin Department of Public Instruction resulted in the following notations:

### **Principle 2: State-Developed Differentiated Recognition, Accountability, And Support**

#### **2.A Develop And Implement A State-Based System of Differentiated Recognition, Accountability, And Support**

School Choice Wisconsin in theory supports the inclusion of private schools participating in parental choice programs in the new Wisconsin State Accountability System. However, that system needs to be constitutional, equitable and functional.

There are a number of items in this section that conflict with these parameters.

#### **Developing a Statewide System**

Currently, Wisconsin's system of support for schools identified for improvement serves Title I schools. Due to funding and capacity, the state system currently identifies the performance of traditional public schools and charter schools as required by NCLB, but only requires interventions for Title I schools and districts. The state's persistently low performing schools do not experience sanctions or implement targeted interventions prescribed by the state unless they receive Title I funding." (p 31 of the ESEA Waiver)

The funding conflict inherent in the waiver places the equitable functionality of required interventions on future funding by the state legislature. While this is possible, that funding is not now available meaning the interventions are currently not financially equitable moving forward to the new State Accountability System.

Because of the restrictions for public dollars going directly to private schools, interventions need to reflect the inability of those imposing sanctions to fund the interventions.

"Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school." (p 33 of the ESEA Waiver)

The previous statement regarding constitutionality is correct. Unfortunately, the DPI proposals listed on page 33 and 34 potentially violate that statement.

We strongly believe that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. As long as schools improve to meet established and equitable benchmarks, the mechanism by which they achieve those results should be flexible and constitutional.

The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.

“The choice school must enter into a performance agreement with DPI in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years.” (p 33 of the ESEA Waiver)

While the requirement of a performance agreement with DPI has potential constitutional issues, if a performance agreement with a private entity were an option, there are still problems with the requirement as “...annual state-approved performance targets that demonstrate substantial academic improvement...” is undefined. There is no detail as to what these standards are, if they are subject to change, what criteria was used for their creation and if they will be assigned equally to public, charter and choice sectors.

“These priority areas form the foundation of an accountability index system that incorporates multiple measures in calculating a school-level score (on a scale from 0-100) that is used to place schools on a six-level continuum.” (p 35 of the ESEA Waiver)

School Choice Wisconsin does not support using a six-level continuum. The report card should implement a five-level continuum labeled with grades A through F. Creating a new syntax for a six-level continuum dramatically weakens its effectiveness in comparison to a letter grade that is already understood by parents and the public in general.

The goal is to give accurate, effective and impactful information on the report card. Using anything other than letter grades makes the report card less effective.

“Additionally, the Design Team recommended the state recognize high performing schools to incentivize improved outcomes, as well as disseminate practices statewide. These recommendations represent a commitment to a statewide system of support (SSOS) aimed at providing differentiated recognition, rewards, and interventions built upon the core of high quality instruction, collaboration, balanced assessments, and culturally responsive practices in order to successfully meet the state’s three strategic goals.” (p 35 of the ESEA Waiver)

Unfortunately, except for public recognition, there are no tangible incentives and/or results for high performing schools. The end result of this process should be a higher percentage of students in high performing schools. This waiver and accountability system are based on directing resources to low performing schools only. Instead, this system should be directing resources to expanding high performing schools in areas where it makes geographic sense.

After all, closing a low performing school without providing seats at a high performing school accomplishes nothing. And funds directed at turning schools around have limited, if any, success.

We support the dissemination of the best practices of high performing schools and other mechanisms designed to improve other schools. However, the focus needs to be on school improvement, not positive publicity alone.

## **2.B. Set Ambitious but Achievable Annual Measurable Objectives**

An important aspect to the proposed waiver that would replace No Child Left Behind is the Wisconsin statewide Accountability System.

“The school and District Accountability Design Team put forth several recommendations for a statewide accountability system. One key recommendation was that the accountability system should use multiple measures and reflect the skills and knowledge students need to be successful in a variety of post-secondary opportunities. As a component of that recommendation, performance should be measured using both growth and attainment calculations (p 47 of ESEA Waiver).

In all, the Wisconsin accountability index incorporates four priority areas: Student Achievement, Student Growth, Closing Gaps; and On-Track (for elementary and middle schools) or Postsecondary readiness (for high schools) (p 47 of ESEA Waiver).”

We believe that student growth over a period of time rather than snap shot test scores is the most accurate measurement of a school’s performance. Therefore, School Choice Wisconsin is fully supportive of a statewide accountability report card that measures student and school performance using all of these aspects and most importantly incorporates student growth over time.

However, while we are supportive of a report card that incorporates student growth, there are aspects within DPI’s proposed waiver that are unclear, undefined, and inequitable across sectors, and simply increases the bureaucracy of the Department of Public Instruction rather than uses established successful models already in place.

### **Factoring in Subgroups**

“The School and District Accountability Design Team specifically recommended use of an additional subgroup, on that groups the lowest 25% of performers together...DPI has determined that it is not possible at this time give that the WKCE’s scale is not vertically aligned...Instead, inclusion of the lowest 25% as an additional subgroup will be considered for inclusion in the accountability system upon implementation of the SMARTER Balanced Assessment System in the 2014-15 School Year” (p 48 of the ESEA Waiver).

The term “will be considered” leaves the inclusion of the subgroup uncertain. Rather when DPI is able to include this subgroup it should be included.

### **Priority Area and Overall Scores**

“The exact methodology for how each category is weighted and combined into the overall score will be determined through a standard setting process overseen by DPI’s Technical Advisory Committee, Dr. Brian Gong of the National Center for the Improvement of Educational Assessment, Dr. Andrew Porter from the University of

Pennsylvania, and Dr. Robert Linn from the University of Colorado” (p 48 of the ESEA Waiver).

While SCW supports including measures such as student growth, how each category is scored and weighted is still undefined and needs clarification. This process needs to be specifically determined and more thoroughly defined prior to the implementation of the accountability system.

### **Flags and Stars**

“The concept of “unacceptable-performance flags” is Wisconsin’s solution to incorporating test participation and dropout rates into the new accountability system, as well as to highlight the importance placed on every child reading at grade level by 3<sup>rd</sup> grade. These flags exist outside of the mathematical calculation of the index, and instead carry overarching weight in determining where on the accountability scale a school falls...

An accountability system should not only identify performance below expectations; it should also highlight positive progress or work being done in schools and districts. In addition to flags, report cards will include stars for certain indicators for which DPI will not hold schools accountable, but that are important enough to highlight as a significant positive for that school or district” (p 48-49 of the ESEA Waiver).

School Choice Wisconsin supports the inclusion of dropout rates, 3<sup>rd</sup> grade reading, and test participation, rate of college credits earned in high school, postsecondary enrollment rates, and AP participation and performance in the accountability system. However, The “Flags” and “Stars” methods are still significantly undefined and need more clarification prior to their implementation.

“Final overall index scores will be an aggregation of scores in the four priority areas. Overall scores place schools and districts within one of six categories:

- Significantly Exceeding Expectations
- Exceeding Expectations
- Meeting Expectations
- Not Meeting Expectations
- Significantly Below Expectations
- Persistently Failing to Meet Expectations” (p 49-50 of the ESEA Waiver).

How these categories are measured and what growth a school must demonstrate to move up or down between categories is undefined and needs clarification prior to the implementation of the accountability system.

School Choice Wisconsin does not support using a six-level continuum. The report card should implement a five-level continuum labeled with grades A through F. Creating a new syntax for a six-level continuum dramatically weakens its effectiveness in comparison to a letter grade that is already understood by parents and the public in general.

The goal is to give accurate, effective and impactful information on the report card. Using anything other than letter grades makes the report card less effective.

### **Student Attainment**

“The attainment priority area is a composite of proficiency rates in reading and mathematics for the “all students” group on the Wisconsin Student Assessment System (WSAS). Proficiency rates will be calculated using a weighted average of the three most recent years of performance data. The weighting scheme gives a weight of 1.5 to the current year, a weight of 1.25 to the prior year, while two years prior receives a weight of 1.0. If a school has test data available for only the two most recent years, the most recent year is given a weight of 1.5, while the prior year is given a weight of 1.0, and the divisor becomes 2.5 rather than 3.75. If a school has only the most recent year of data available, only a single year of data is used to calculate the proficiency rate. The weighted proficiency rate is then put back onto a 0-100 scale by dividing the weighted proficiency rate by 3.75. This calculation is done separately for mathematics and reading. Each school’s attainment score is an average of its weighted reading and mathematics proficiency rates.” (p 51 of the ESEA Waiver).

School Choice Wisconsin understands from its active participation in the Accountability Task Force that initial identification of a school should only take place after three years of growth data are available and not before. Prior to the release of this waiver it was understood that a school would only be included in the state accountability system that had three years of measureable growth data. This suggests that schools with one and two years of data will also be included. Comparing one year of snapshot test scores to a school with three years of growth data is inaccurate and potentially misleading. As such, the reporting of this data needs clarification and correction.

### **Student Growth *On Target To Move Up***

“The growth measure proposed, on Target to Move up, is an adaptation of the principles behind Colorado’s “Catch up, Keep up, Move up” measures across multiple levels of achievement” (p 51-52 of the ESEA Waiver).

While School Choice Wisconsin supports using growth data to measure student achievement, the “adaptation” method proposed by DPI is undefined and needs further clarification.

Additionally, it is unclear why DPI is proposing an adaptation to Colorado’s method, when the Value-Added Research Center in Wisconsin already has the information and calculates student growth data using the value-added growth method. Additionally, SCW supports the Value-Added Growth method to measure student growth data because it controls for student background demographics and characteristics, which is important measuring the achievement of schools in diverse city such as Milwaukee.

### **Closing Achievement Gaps**

*Attainment Gap (p54), The Growth Gap (p 55), The Graduation Gap (p 56)*

School Choice Wisconsin supports closing all of these gaps in Wisconsin. We are especially supportive of including graduation rates in the report card and closing the graduation gap as studies show that graduation from high school is a significant quality of life indicator.

However, more specifics as to the weighting of categories needs to be clarified. Additionally, for private schools participating in parental choice programs it needs to be clarified whether all student data at a school will be included or only data from students who participate in the parental choice program.

### **On-Track Status/Postsecondary Readiness (p 56)**

*On track Status (dropout rate, 3<sup>rd</sup> grade readiness, dropout rate)  
Postsecondary Readiness (Attendance, ACT Performance and Participation, Graduation Rate, Dropout Rate)*

School Choice Wisconsin is supportive of including all of these measures. Specifically, we are very supportive of weighting Graduation Rates at 60% of the priority area index score. However, for private schools participating in parental choice programs it needs to be clarified whether all student data at a school will be included or only data from students who participate in the parental choice program.

### ***Advanced Placement—Star consideration***

The process to determine Advanced Placement exam performance and participation is:

**For Participation** – to identify the number of students completing an Advanced Placement exam in a given year and divide that number by the total number of 9th thru 12th grade students in the school to arrive at the participation rate.

**For Performance** – to identify the number of Advanced Placement exams taken in a given year and dividing that by the number of exams passed with a score of 3 or above.” (p 58 of the ESEA Waiver).

This section needs more clarification. The participation rate for AP testing is likely to be extremely small for all schools making this measurement relatively meaningless. Additionally, many private schools participating in parental choice programs are unable to offer AP classes due to limited funding. However, while School Choice Wisconsin has reservations about measuring participation, SCW is potentially supportive of including a marker that identifies the number of Advanced Placement exams taken in a given year and dividing that by the number of exams passed with a score of 3 or above. However, the flag/star system needs further clarification.

## **2.C Reward Schools**

An important aspect to the proposed waiver is the reward and recognition programs for high-performing schools.

“Reward schools are identified annually and fall into one of three categories: Exemplary Schools, Gap Closing Schools, and schools that are Beating the Odds.

*Exemplary* schools are those schools that earn an index label of Significantly Exceeding Expectations. These schools have earned a high index score and done so without any flags; they are models for the state and will be acknowledged as such.

*Gap Closing Schools* are those schools that are making significant progress toward closing achievement gaps. Identification of these schools will be based on the Closing Gaps priority area of the index.

*Beating the Odds* schools are calculated using current, Title I Schools of Recognition methodology. Only Title I eligible or receiving schools in the top quartile for poverty qualify for this reward. (p 14 of ESEA Waiver).”

We believe that identifying and rewarding the states highest-performing schools to increase performance, emphasize and develop innovative instruction, and inform and support the dissemination of best practices. Therefore, School Choice Wisconsin is fully supportive of a statewide reward system.

However, while we are supportive of a statewide reward system, we expect that all schools will equal access to rewards and recognition programs whether they are traditional public schools, charter schools or private schools participating in a parental choice program. In the proposed reward scheme, private schools serving high percentages of Title I students will be excluded from participation in all Schools of Recognition rewards and recognitions as private schools may not be identified as Title I schools. In this case private schools are subject to all the sanctions proposed in the ESEA waiver but do not qualify for the corresponding rewards proposed in the ESEA waiver. Further clarification is needed as to how the waiver will provide full access to private schools and private school teachers to reward and recognition programs available to traditional public and charter schools.

## **2.D Priority Schools**

“Priority Schools, as the lowest performing schools in the state, are identified using the Student Attainment portion of the accountability index. While DPI will identify at least 5% of Title I schools in the state, is to appropriately identify all low-performing schools as defined by the Wisconsin Accountability Index. Schools with the lowest scores in this area will be rank ordered. Schools falling below a certain cut point, which will be established as part of a standards setting process and posted publically, are identified as Priority Schools.

Wisconsin has been working to build a statewide accountability system, one that includes all traditional public schools as well as charter schools and private schools participating in the Parental Choice Program. However, until State funding is made available, only Title I funds are currently available to provide the interventions mentioned in section 2.D.iii (below), and as such those interventions will only be available for Title I schools (p 66-67 of ESEA Waiver).”

School Choice Wisconsin supports the practice of identifying the lowest performing schools in the state as priority schools.

However, while we are supportive of priority schools identification across sectors, we expect that all schools will have equal access funding to implement interventions whether they are traditional public schools, charter schools or private schools participating in a parental choice program. In the proposed reward scheme, private schools identified as priority schools will be excluded from all funding to implement interventions as private schools may not be identified as Title I schools. In this case private schools are subject to all the sanctions proposed in the ESEA waiver but do not qualify for the corresponding intervention funding proposed in the ESEA waiver. Further clarification is needed as to how the waiver will provide full access to intervention funding available to traditional public and charter schools.

“DPI will be using the ESEA flexibility as an opportunity to waive choice and supplemental education services (SES) from its current accountability system...(p 67 of the ESEA Waiver)”

“The district must submit a budget detailing funding sources and allocations to support the district’s plan. Districts may use the Title I 20% set aside, if they provide evidence of consultation with private schools, as these services will now be subject to equitable participation. (p 69 ESEA Waiver)”

School Choice Wisconsin supports using the ESEA flexibility to waive choice and supplemental education services (SES) for its current accountability system.

However, we request that you include language in the ESEA waiver that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the

private school Title I and Title IIA allocations prior to determining the funds it will dedicate to public school programs, including priority and focus schools.

### **Implementation of New Statewide Accountability System: 2013-On-going**

DPI will provide targeted support to newly identified Priority Schools and Districts to improve implementation quality and student outcomes. The following sections describe the targeted systems of support and interventions provided to the state's persistently lowest-achieving (p 69-70 of the ESEA Waiver)

As defined on page 70 of the ESEA Waiver by footnote the following sections of 2D within the ESEA Waiver "summarize interventions in traditional public schools and districts" within the statewide accountability system and do not speak to "the interventions required of charter school and private schools participating in the Parent Choice Program".

School Choice Wisconsin would restate that the following sections of 2D do not apply to private schools and that the Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through "targeted interventions" or "school improvement diagnostic reviews" whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.

### **After Three Years of Implementation**

Implementation of the processes and practices described throughout Section 2.D in schools statewide (as opposed to Title I schools only) will require additional state resources, including staffing and funding. Without additional state funding, DPI will continue to implement the Priority School reform efforts in Title I schools only. (p 73 of the ESEA Waiver)

Whether or not the "implementation of the processes and practices described throughout Section 2.D" are implemented statewide and beyond Title I schools, the ESEA Waiver defines by footnote that section 2D within the ESEA Waiver "summarize(s) interventions in traditional public schools and districts" within the statewide accountability system and do not speak to "the interventions required of charter school and private schools participating in the Parent Choice Program".

School Choice Wisconsin would restate that sections 2D does not apply to private schools and that the Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through "targeted interventions" or "school improvement diagnostic reviews" whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.

## **2.E Focus Schools**

School Choice Wisconsin requests that a footnote be inserted on page 79 of the ESEA Waiver stating that section 2E “summarize(s) interventions in traditional public schools and districts” within the statewide accountability system and do not speak to “the interventions required of charter school and private schools participating in the Parent Choice Program”.

School Choice Wisconsin would restate that section 2E does not apply to private schools and that the Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.

## **Flexibility in the Use of Title I Funds**

The LEA will have the option to set aside up to 20% of its Title I dollars to fund the school reform plan. This option will ensure resources can be allocated to these schools’ improvement efforts. (p 83 of the ESEA Waiver)

School Choice Wisconsin requests that language be included in the ESEA waiver that requires local educational agencies (LEAs) to provide equitable participation of eligible private school students and teachers in ESEA programs and further that LEAs shall determine the private school Title I and Title IIA allocations prior to determining the funds it will dedicate to public school programs, including priority and focus schools.

**2.F Other Incentives and Supports for Title I Schools**

Does not apply to private schools.

## **2.G Building SEA, LEA, and School Capacity to Improve Student Learning**

“Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school” (p 107 of the ESEA Waiver).

School Choice Wisconsin maintains that the above statement regarding constitutionality is correct and applies to Section 2G in its entirety. Unfortunately, the DPI proposals listed on page 107 and the following sections violate that statement.

School Choice Wisconsin maintains that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. SCW has in fact presented alternative language to DPI as possible and workable options which, to date, have not been inserted into the ESEA Waiver by DPI. As long as private schools participating in parental choice programs, identified as persistently low performing, improve to meet established and equitable benchmarks with equitable timetables to do so, the mechanism by which they achieve those results should be flexible and constitutional.

The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.

“Therefore, when a [private school participating in a parental choice program] is initially identified as being among the persistently lowest performing schools in the state..,

School Choice Wisconsin understands from its active participation in the Accountability Task Force that initial identification of a school should only take place after three years of growth data are available and not before. Prior to the release of this waiver it was understood that a school would only be included in the state accountability system that had three years of measureable growth data. This suggests that schools with one and two years of data will also be included. Comparing one year of snapshot test scores to a school with three years of growth data is inaccurate and potentially misleading. As such, the reporting of this data needs clarification and correction.

“The choice school must enter into a performance agreement with DPI in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years.”

While the requirement of a performance agreement with DPI has potential constitutional issues, if a performance agreement with a private entity were an option, there are still problems with the requirement as “...annual state-approved performance targets that demonstrate substantial academic improvement...” is undefined. There is no detail as to what these standards are, if they are subject to change, what criteria was used for their creation and if they will be assigned equally to public, charter and choice sectors.

“Wisconsin’s new accountability system will provide a single statewide system that will impact all schools. Currently, the system is primarily linked to Title I, as there is no funding/consequences at the state level for non-Title I schools. The new system will look at all schools, including charter schools and schools participating in the Parental Choice Program, and hold the same standard of accountability for all schools, statewide” (p 110 of the ESEA Waiver)

“Due to constitutional limitations in private schools, the State Superintendent cannot direct specific programming or interventions within a private school” (p 107 of the ESEA Waiver), a new accountability system can be created that seeks to achieve common improvements and common minimum results across sectors, but it is not possible or constitutional to create single and standard statewide method of achieving those improvements and results across the sectors.

Again, School Choice Wisconsin maintains that options need to be presented to private schools after being initially identified as “Persistently Low Performing” that do not involve direct DPI interventions. SCW has in fact presented alternative language to DPI as possible and workable options which, to date, have not been inserted into the ESEA Waiver by DPI. As long as private schools participating in parental choice programs, identified as persistently low performing, improve to meet established and equitable benchmarks with equitable timetables to do so, the mechanism by which they achieve those results should be flexible and constitutional.

The Department of Public Instruction (DPI) does not and may not have management authority through active state intervention over a private or religious school through “targeted interventions” or “school improvement diagnostic reviews” whether that management authority through active state intervention is excised directly by DPI or indirectly through DPI-contracted external vendors.

**3.A & 3.B Teacher Evaluation Systems**

Does not apply to private schools

Statement of Steven M. Kimball, Ph.D., before the Joint Hearing of the Senate and House  
Education Committees on the Wisconsin Department of Public Instruction ESEA Waiver Request

February 2, 2012

Senator Olsen, Representative Kestell, members of both Committees, I appreciate the invitation to speak with you today as you consider the Department of Public Instruction's request for flexibility from provisions of the Federal Elementary and Secondary Education Act.

I present today as a researcher who has studied teacher and principal evaluation over the last decade with the Consortium for Policy Research in Education and the Value-Added Research Center at the Wisconsin Center for Education Research at UW-Madison. More recently, I have provided technical assistance to the DPI as the State Design Team developed the Wisconsin Educator Effectiveness Framework, which is the basis for the "Supporting Effective Instruction and Leadership" section of the waiver request. I am now working with a team from WCER that is supporting the statewide work groups tasked with developing the structure and process of a state system for evaluating teachers and principals. I have some brief remarks relevant to the effective teaching and leadership section and will be happy to answer your questions.

Teacher and principal evaluation policies are evolving rapidly across the nation. About half of the states have enacted teacher evaluation reforms in recent years. Several of those have also linked teacher licensure and tenure to the evaluation changes. In many cases, principal evaluation reforms are included in these new policies. One of the most common reforms is to add student achievement as a significant measure for educator evaluation. For educators and those who evaluate them, this alone will be a sea change. Decades old evaluation approaches that had little impact are now being replaced with complex systems for use in high stakes personnel decisions.

Although recent research on measures of teaching effectiveness provides some help in the evaluation design process, the research behind principal assessment is not as well developed. Overall, for both teacher and principal evaluation, the new policies and expectations for evaluation are moving ahead of the research.

However, we do know a number of important features to include in the process of designing principal and teacher evaluation systems. Many of these have been considered in the Wisconsin Educator Effectiveness Framework and

are outlined in the waiver request. Considerable work lies ahead to make the changes a reality for Wisconsin.

I want to highlight some of the considerations within the framework and the waiver elements that will be critical in the design and implementation process:

- Stakeholder engagement and communication. Teachers and principals must be involved in reforming the systems used to evaluate their performance. This is fundamental to garner acceptance of the major changes and to help with understanding of the new measures and processes. The engagement effort has begun, but the communication process needs to be stepped up and strategically managed.
- Multiple outcome measures. New, state of the art statistical approaches to measuring student achievement, including value-added modeling, have been created and tested. The Value-Added Research Center here at UW-Madison is a national leader in this work and has been involved with Wisconsin districts and CESAs for many years in the effort. Yet, value-added is not the cure-all. Measurement error is still an issue in any

assessment approach; most teachers do not teach in tested grades and subjects; and it takes several consecutive years of test data to reliably use value-added results – particularly if it is intended for high stakes decisions.

In addition to at least 3 years of test data, other measures, including district tests and student learning objectives, will both cover more teachers and help produce more reliable results.

- New measures of educator practice. Teacher and leader evaluation systems must be anchored to clearly articulated standards of practice. Detailed rubrics of leader and teacher behaviors in their work contexts are also needed to evaluate practice to the standards. In addition to evaluation, these standards and rubrics can then center other educator human capital management practices, including recruitment, selection, induction, professional development, performance management and compensation.

Like student outcome measures, multiple measures of educator practice are also called for. The recent Measures of Effective Teaching study suggests that multiple evidence sources, with several observations, and

more than one observer are needed to increase evaluation reliability and validity.

- Formative and summative focus. These reforms will quickly lose credibility if they are seen as a “gotcha” or punitive exercise. This shouldn’t be about building a better hammer. This is about better identifying teacher and principal effectiveness to support educator growth and ultimately improve student learning. Teachers and principals must know what they are expected to do to get a good evaluation rating, have opportunities to improve before their final evaluation, and obtain actionable feedback to help them develop their practice once the evaluation is completed. It should be an on-going, continuous improvement cycle.
- Thorough evaluator training. The Measures of Effective Teaching study also confirms that extensive training is required for evaluators to carry out their roles with consistency. The study suggests that over 2 days of training per evaluator is needed to reach an adequate level of consistency. Evaluator training is not something our principal preparation programs have done well and it is not something districts are prepared to do. It will require a substantial effort to scale up training

capacity across the state. The alternative - skimping on training - will lead to idiosyncrasies and potentially erroneous ratings. In addition to initial training, re-training and oversight will be required to maintain consistency over time.

- Pilot testing. Once the teacher and principal evaluation systems are developed, pilot testing will be carried out to examine whether the process is implemented as intended, whether evaluations are yielding reliable results, how the systems are impacting practice, and what improvements can be made prior to full implementation.
- Adequate support and funding. Education reform of this scale requires a champion. It is my sincere hope that this body, the Governor, and the State Superintendent can look beyond the near-term political strife and work together on the educator effectiveness initiative. But good will is not enough. If this effort is a priority of the State, and it should be, then it needs to be backed with adequate resources. Funding is needed to carry out the changes at the State level and to support districts as they build the capacity to implement the new systems. Without new resources to help districts with evaluator training, data systems, and potentially new personnel to manage the evaluation burden and

maximize evaluation reliability, this will either become a large unfunded mandate or will be implemented so weakly it will be ineffectual. We owe it to our educators, and most importantly, our children, to do this work and do it right.

The teacher and principal evaluation reforms outlined in this waiver request will require a tremendous effort from the state, local education agencies, school administrators, and teachers. With your support, there's a good chance these changes can have a positive, lasting impact across Wisconsin.



## WISCONSIN CATHOLIC CONFERENCE

TO: Senator Luther Olsen, Chair  
Members, Senate Committee on Education

Representative Steve Kestell, Chair  
Members, Assembly Committee on Education

FROM: Kim Wadas, Associate Director

DATE: February 2, 2012

RE: Elementary and Secondary Education Act Flexibility Request

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The Wisconsin Catholic Conference (WCC) appreciates having the opportunity to provide testimony on the Elementary and Secondary Education Act (ESEA) Flexibility Request (hereinafter, waiver request).

There is much to be applauded in the waiver request. It encompasses a bold plan of action designed to improve the quality of education in Wisconsin. For example, not requiring school districts (local educational agencies) to reserve 10 percent of the Title I allocation for professional development allows the local school district to more adequately address the unique needs of their student population.

However, the WCC would like to take this opportunity to seek further clarification on elements of the waiver request. We also wish to raise concerns regarding the waiver's impact on private schools, especially those schools participating in the State's parental choice voucher programs.

As drafted, the ESEA waiver requests flexibility for local educational agencies (LEAs) by allowing LEAs to transfer 100 percent of the funds received under authorized programs (Title II, Part-A of the ESEA) into Title I, Part A. Additionally, LEAs may reserve up to 20 percent of the Title I, Part A funds for use in schools identified as "focus" and "priority" schools.

The Wisconsin Catholic Conference would like clarification that the waiver request and use of this flexibility regarding Title funds will not result in a detriment to private school students and that private schools will have access to Title funds in the manner they do today. In distributing funds under the various titles of the ESEA, federal law does not permit the equitable participation of private school students to be waived. Also, requirements on LEAs to participate in timely and meaningful consultation with private school representatives to determine how to best serve the eligible private school students remain. The WCC has concern that both the transfer of funds, and more importantly the set aside of funds under Title I, will ultimately result in private schools students having reduced access to Title services and funding.

The waiver request also includes a proposal to include choice participating schools in the new statewide accountability system. The WCC has supported efforts to promote transparency and accountability within the choice program in the past, recognizing the need for students, families, and the community to be informed on the performance of choice participating schools. Under the new accountability system, choice participating schools will be identified if the school is persistently a lowest performing school statewide. Choice schools identified as such will be required to meet annual performance targets and demonstrate substantial academic improvement within three years. If this does not occur, the school will no longer be allowed to participate in the choice program.

Private schools serving students under Title I of the ESEA cannot access funds set aside to assist focus and priority schools. Therefore, under the new accountability measures, choice participating schools will, for the State's purposes, be identified as low performing, but such schools will not be able to access federal funds to improve performance. It is important, as the waiver request itself notes, that systems of support be established to make certain improvements are made for schools identified in the system of accountability. If permissible under DOE guidance, the waiver request should ask that choice participating schools have equitable access to all Title funds, including those set aside for focus or priority schools.

There are additional concerns raised by the accountability system reforms identified in the waiver as relates to choice participating schools. The waiver instructs that a lowest performing choice school "enter into a performance agreement with DPI" to attain academic improvement. As this represents a heavy involvement of DPI in the affairs of a private school, the WCC respectfully requests that the waiver include additional alternatives to DPI direct involvement, such as third party contractors or sponsor oversight (such as with a diocese or jurisdictional authority for religious schools).

There is also concern as to how this accountability system will accurately measure performance in choice participating schools when only those students who participate in the choice program are assessed within a choice school, and even those students may currently opt out of any assessment. There are several families who do take advantage of this opt out provision to avoid having their student identified as a voucher recipient by participating in the assessment process.

As there are still details and information to be supplied in the waiver request, the WCC recognizes that many of these concerns may be addressed in additional documentation. The WCC request that you seriously consider the concerns outlined in this testimony and act to make certain the waiver request adequately addresses the needs of private school students and schools affected by its provisions.

Thank you.



**School District of  
West Allis-West Milwaukee, et al.**  
EDUCATIONAL ADMINISTRATION CENTER

February 2, 2012

Dear Senate and Assembly Education Committee Members especially Ms. Vukmir who represents our School District,

We have reviewed the information from the Wisconsin Department of Public Instruction and the U.S. Department of Education NCLB Flexibility Waiver as well as the Accountability Reform Overview from the Wisconsin Department of Public Instruction. We are very pleased that someone had taken the time to prepare this information however, there are several areas of concern, questions, and suggestions which we have included in this document for you to review. We would ask that you please review these prior to making any decisions.

**Concerns**

- Using NAEP assessments to create new cut scores for next year will likely result in lower proficiency rates as the NAEP. This is providing districts less than one year to align benchmarks in accordance with NAEP before being held accountable.
- If the above is truly important to do right away, and change the cut scores immediately, then we should also change the testing window to the spring immediately in order to truly identify the student's achievement at grade level.
- There needs to be greater weight and focus on annual learning and achievement through emphasis on the growth model rather than on point in time tests.
- Regarding the four-year adjusted graduation cohort: District credit requirements already exceed the new expectations but concern needs to be expressed regarding students transferring into districts severely credit deficient. There needs to be some sort of measure similar to Full Academic Year when measuring the 4-year cohort rate. How can we be help accountable for a student who transfers in from another district as a high school student and is severely credit deficient?
- In speaking to the graduation cohort. This is certainly taking our state back in time (a step backwards) when it comes to student learning. Our focus should be on graduating students....not graduating students in 4 years. State law uses the age of 21. There is nothing magical about 4 years. Post secondary does not limit or measure student learning in a 4 year window....why would/should we do this in K-12 education. Our major focus should be to make "every child a graduate"...and ready for life beyond high school. Students learn at different rates and have different needs....we should honor and value this. A four year graduation cohort does not.
- Value Added needs to be one of the multiple measures used to calculate a school/district performance along the 0-100 accountability continuum.
- Cell size for accountability dropping fro 40 to 10 will have significant impact on small schools or subgroups.
- Why would Title Schools Failing to Meet Expectations be required to use a state approved vendor to implement reform? This seems to fall into a very similar punitive venue as the current NCLB. An approved plan concept would be more appropriate.
- With regard to the Reading initiative, a longer window than one year prior to Grade 3 should be identified for students moving into a new school district, especially where assessment data demonstrates that they are not reading at or are well beyond grade level.
- A growth model or diagnostic tool should be used to demonstrate reading levels....not a standardized test.

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- Semantics: change "publicly funded schools" to all schools receiving public funds so there is no confusion and the meaning is not left open for interpretation or debate
- Semantics: If the term "beat the odds" is being used internally it probably is acceptable, however if this is a term that is going to be used in some type of public identification format...there is a concern as to the connotation this creates for a school or school district with regard to "who they are" outside of student achievement. (public stereotypes)

### **Questions**

- Will ASSETS measure proficiency for ELL's in a different manner? Will this impact how AMAO is calculated?
- What are the cut scores to attain status as a Priority, Focus or Reward School and what formula will be used to calculate this?
- We know the priority areas but what formula will be used to calculate the accountability index used to rate schools.
- If district missed AMAO at all three levels is it realistic/appropriate for the state superintendent to direct the reform after only one year?
- Need more information about what the state evaluation system will look like for teachers and principals.
- Are Special Education Students, students with disabilities, being accounted for based upon their unique special needs as identified through their disability (unlike when NCLB currently does)?

### **Step Forward**

- Funding to expand the use of the ACT suite (EXPLORE-PLAN) will assist schools in providing targeted instruction for students and help them get on track for collage and career as well as increase proficiencies in reading and math. (as long as it is true and sustained funding)
- Positive that all schools are being evaluated and being help accountable to these standards, including Public/Private Choice, Voucher/Charter program schools....any schools receiving public monies
- Positive that all schools will have the opportunity to be Schools of Promise Recognition program will be expanded to recognize all schools not just low poverty schools.
- Outstanding that Title schools will not have to demonstrate Supplemental Education Services but rather be allowed to submit a plan detailing extended learning opportunities for eligible students.

We would like to thank you for taking the time to review this information and please contact my office if you have any questions or need clarification on these matters.

Sincerely,

  
  
Kurt D. Wachholz,  
Superintendent of Schools  
West Allis-West Milwaukee School District, et. al

Thank you, Senator Olsen, Representative Kestell, and members of the committees, for the opportunity to testify on the Wisconsin ESEA Accountability Waiver.

My name is Tim Schell and I am the Director of Curriculum and Instruction for the Waunakee Community School District. We are a district that has participated in the value-added pilot you heard about in earlier testimony. I serve on CESA 2's value-added advisory council. I am also a member of one of DPI's Educator Effectiveness work teams, the one working on SLO's (Student Learning Objectives) that have also been referenced in earlier testimony. I would be happy to answer any questions regarding these topics.

In Washington Irving's classic short story, Rip Van Winkle is a well regarded member of his community who turns to idleness, falls asleep for twenty years, and awakes to a changed world. This is a metaphor for public education in Wisconsin, where once we were a leading state in most respects whether it was reading, career preparation, college and career readiness, and innovation. That was once upon a time.

Now we find ourselves no longer a leading state. Not because of our students. Not because of our teachers. Not because of a lack of support in our communities. Collectively, however, we have been complacent and have not made hard choices to maintain our leading position in public education and provide a world class education to our children. Until now.

We are talking today about the draft ESEA waiver that the Wisconsin DPI intends to submit to the federal government to move beyond the requirements of NCLB. Although NCLB was an important evolutionary step in raising student achievement and making achievement gaps more visible, it lacked useful middle mechanisms to improve learning for all students and the ultimate goal of 100% proficiency was unrealistic. Or at least unrealistic by any standard worth striving for. Further, NCLB is more than four years overdue for reauthorization. This proposed ESEA waiver, however, is a serious leap forward for our state. It represents our waking up from twenty years of slumber to catch up with leading states like Massachusetts and Minnesota. This is an important moment for Wisconsin's students and we owe it to them to make this happen.

Three points I want to touch on regarding the federal waiver guidelines are:

- 1) We must have college and career-readiness expectations for all students,
- 2) We must have, or be developing, a comprehensive system of teacher and principal evaluation,
- 3) We must have a differentiated plan for assessment and accountability.

In Wisconsin, along with more than forty other states, we have moved on the adoption of the Common Core State Standards in English Language Arts and Mathematics and their implementation in our instructional and assessment systems by the 2014-2015 school year. This ensures that we have academic standards that prepare our students well for college and career.

We have discussed the challenges our students are facing transitioning from high school to two and four year higher education institutions. That is partly due to how our old Wisconsin model academic standards were designed in the 1990's. They were not specifically designed to be anchored to defined post-secondary readiness expectations. There was a gap in what students were expected to do in high school and what they needed to make a smooth transition to technical college, two year colleges, and four year colleges and universities. With the Common Core, there is a backwards design, so the Common Core begins with college and career readiness anchor standards and works back grade by grade. This minimizes the gap, but it also is like pulling on a slinky. The expectations at every grade level with the Common Core are ratcheted up by approximately a grade level of rigor in each year of schooling. It is important to recognize that and understand the connection to assessment and why the updated proficiency benchmarks are significant to schools and students. At Waunakee, as our teachers have been examining the Common Core Standards and the Smarter Balanced Assessment Consortium content specifications we see quality and rigor. We know we will need to continue to improve our instructional practices with our students.

As we look at students transitioning to the work force, either directly or via higher education, the inclusion of dual credit and industry certifications in the waiver proposal are also important. As we move forward with the increased graduation requirements in math and science, it will be important for districts to consider where it is appropriate to offer equivalency credits. For example, equating a Project Lead the Way pre-engineering course to science, an accounting course to mathematics, or an Ag Sciences course to biology.

Another item in the accountability waiver proposal is the note that we will soon have next generation science standards. If and when Wisconsin adopts the new science standards, we need to consider as a state how to incorporate science into our accountability framework. The DPI proposal envisions that.

I want to comment on NAEP benchmarking as significant step forward to higher standards and better information about college and career readiness to stakeholders. Just as the old model academic standards were not really designed to align with post-secondary expectations, our proficiency cut scores for accountability in Wisconsin are set at an extremely low level, a very low level. A student who scores proficient on the WKCE probably is not proficient in terms of college and career readiness. Scoring advanced is more aligned with college and career readiness. By recalibrating our proficiency standard on a NAEP-like standard, we are providing students and parents with a more accurate set of information about readiness for success beyond elementary school, middle school, and high school. All of us in our local schools will need to work with our school boards, parents, and the community at large to explain this change in how we report proficiency. It is not that are students are performing more poorly, it is that the bar is being raised higher and it is being raised to where is should be set.

I want to draw attention to an area of the DPI accountability waiver proposal where as school districts we need your help in the Legislature. This has to do with the request to fund Explore, Plan, and ACT testing statewide in the next biennial budget. This is extremely important. Many districts, and Waunakee is one of these, use Explore and Plan to a degree. We find these assessments valuable because ACT works to align their assessments with what students need to succeed in college, succeed in technical school, and succeed in the workforce. They provide very good information for students and their families in planning for life beyond high school. These are valuable assessments, but to do them completely involves a money commitment. This should not be a Waunakee decision; this should be a Wisconsin decision to offer this for our students.

The other reason why these Explore, Plan, and ACT assessments are very important is their potential role in evaluating educator effectiveness. In the Educator Effectiveness design recommendations, half of an educator's evaluation, for teachers and principals, is based on student learning. If you are a fifth grade teacher, that might be one-third on the state assessment, one-third on a local benchmark assessment like the MAP, and one-third on SLO's. At the high school level you tend not to see many benchmark assessments. We can not measure student growth on the state assessment because we only administer that at 8<sup>th</sup> and 10<sup>th</sup> grade. There are not year to year pairings to obtain a growth measure. That means we are using SLO's only for the student learning component of the evaluation. This is reasonable for special areas like Art, Music, Physical Education and Library Media, but in core subjects like English, Math, and Science we would like to have multiple measures of student learning. By adopting the Explore, Plan, and ACT, we will be able to measure growth on a year to year basis using proven assessments that are well-regarded and used by colleges and universities for high stakes decisions. I sincerely encourage you as our legislators to look favorably on this request in the next biennial budget.

There are a few areas where we need to develop implementation capacity that I want to discuss briefly.

One area all districts are looking at now is professional development. All of the key items in the accountability waiver proposal and the other initiatives (Common Core, Read to Lead) require time for use to train our teachers to implement them at an excellent level. All of this is challenging at the secondary level, but a Geometry teacher is a content specialist who only teaches math and common planning time is frequently in place in middle and high schools for teachers to work together on instructional improvement as math teachers, as science teachers, etc. But the elementary teacher in their classroom, he or she is the reading teacher, the math teacher, the writing teacher, the science teacher, and the social studies teacher. They are wearing multiple hats and their professional development needs to meet these new goals across the curriculum are much greater. Finding a way to improve the availability of professional development time for all teachers, but especially at the elementary level is important if we are to succeed.

Statewide technical support in implementing Common Core and the accountability proposal items is also important. One way the DPI accountability waiver proposal could

be improved would be to add a formal program evaluation component. Kentucky's waiver proposal includes a program evaluation element to assist schools in developing their instructional programs. Adding something similar where we not only look at a district's results, but how they go about arranging and delivering their instructional programs would strengthen an otherwise excellent DPI accountability waiver proposal.

Looking long term, we need to re-examine the school calendar. We have been on the same calendar in Wisconsin for a long time. To prepare our students to compete with any other young people, not only in the United States, but the world we need a different looking academic year. We only need to look to our neighbors to the north, the Canadian provinces. Their school year is typically ten days longer than ours. I am not asking for the moon, I am only asking that we look to our northern neighbors who are very like us and if that is what they feel their students need, perhaps we should consider doing the same.

In summary, the accountability waiver is an important step forward for our state and deserves legislative support. As we implement this initiative, we can adapt and improve it was move forward together.

I would be happy to answer any questions you might have. Thank you.



**MILWAUKEE  
PUBLIC SCHOOLS**

**OFFICE OF THE SUPERINTENDENT**

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February 3, 2012

Dr. Tony Evers  
State Superintendent  
Department of Public Instruction  
125 South Webster Street  
Madison, WI 53707

Dear Dr. Evers:

RE: Response to ESEA Waiver

Thank you for the opportunity to comment on the Wisconsin Department of Public Instruction's (DPI) draft NCLB waiver application. We very much appreciate the time and effort the participants put into creating a document that will significantly impact educational outcomes for students in the state.

There are many things in the application that Milwaukee Public Schools (MPS) supports. The move away from an attainment only measurement that does not accurately capture progress made within schools toward a growth measure will significantly increase the credibility of the state's school accountability system.

Most specifically, MPS applauds the following key components of the waiver application:

- Institution of new state assessments
- Funding of EXPLORE, PLAN, ACT and WorkKeys
- Increasing proficiency expectations
- Including all publicly-funded schools
- Recognizing high-achieving schools
- Reducing duplication and unnecessary burden on districts
- Considering both achievement growth and proficiency in measuring educational effectiveness
- Emphasizing the importance of closing achievement gaps in individual schools and across the district.
- Provision of opportunities for extended learning days for students in low-performing schools.
- Support of effective instruction and leadership through the development and implementation of teacher and principal evaluation systems that take into account student outcomes and effective practice
- Encouragement of customized interventions for students
- Basing achievement gap analysis on the highest-performing subgroup, instead of defaulting to white student performance

- Establishment of a Statewide Student Information System and WISEdash.

The district also supports an accountability system that includes the broad participation of a wide range of school types. Substantial Title I funding is currently dedicated to support non-MPS and non-public schools within the district's boundaries.

In addition MPS very much supports the DPI's declaration to "provide meaningful measures to inform differentiated recognitions, intervention and support." The emphasis on flexibility and more accurately targeting resources to areas of specific need is welcomed and simply makes common sense. In the district's experience, such flexibility is desperately needed

Currently, the one size fits all approach hampers efforts to target resources and interventions to students who are in most need of assistance. Instead, schools are compelled to engage in professional development and other training that does not focus on their specific areas of concern. Such broad brush responses draw time, effort and resources away from interventions for students who are most in need of assistance and greatly weaken a school's ability to make the type of progress called for by the corrective action plans themselves. It is imperative that if such flexibility is granted that MPS is afforded the opportunity to capitalize on it.

State and federal law provide for a variety of interventions and allow the State Superintendent to use his or her discretion in implementing such interventions. We believe that it is in the interest of schools, school districts, communities and the State Superintendent to retain that discretion in order to work cooperatively with school districts to ensure that improvement measures that are showing progress in schools are not aborted due to an arbitrary timeline. Further, the retention of such discretionary authority is critical given the unprecedented and unknown elements of the intervention.

There appears to be no flexibility in the waiver application language, the State Superintendent "will" take the unprecedented step of removing the school from the authority of the locally elected school board and the school district. The concerns here are many and given the dramatic nature of the intervention the State Superintendent must retain some authority to exercise his or her discretion before handing a school off to an unknown, untested, potentially unqualified "expert."

While MPS supports many of the most significant aspects of the waiver application, the district also has some serious concerns about the process involved in creating it and some of its contents. MPS strongly feels that a two-week public comment period is inadequate for a full analysis of the waiver request. By way of this letter, we respectfully request that the United States Department of Education (ED) direct the Wisconsin DPI to open a new comment period to allow a reasonable amount of time for review of a proposal that would shake the educational foundations of K-12 education in this state and that has the potential to dramatically alter the relationship between the local citizenry, elected school boards and the schools within their districts.

It is unclear from the application what outreach efforts DPI made to encourage parental and community comment on the plan. Before the ED takes action on the waiver application, we are requesting that DPI publicly identify the steps it has taken to involve parents and community members around the state in the development of the waiver application and to encourage them to participate in the public comment period. The department also should identify the steps it took to explain the waiver application to parents and communities in terms they understand.

Other concerns the district has about the waiver application include, but are not limited to:

## Attachment 2G - MPS Response to ESEA Waiver

- Overall, the waiver application has multiple areas with placeholders for “plans” to be developed at a later time, making comment and feedback exceedingly difficult, if not impossible.
- It is unclear which subject areas are being targeted for instruction and assessment. The proposal speaks of English, language arts, mathematics and literacy across the content areas, yet mentions only English, language arts and mathematics in other sections, and only reading and mathematics in still other areas.
- The waiver application appears to be inconsistent in its approach on Districts Identified for Improvement given how it speaks to increased flexibility.
- Currently, the waiver application appears to lack a research base to indicate how the state taking over individual low-performing schools would improve academic outcomes for students.
- The application does not include basic qualification requirements for turnaround or takeover vendors.
- The application does not state what, if any, participating districts will have in selecting the consultants and vendors who will be tasked with assisting those districts.
- The extended learning opportunity provisions (in lieu of Supplemental Educational Services) likely would be more expensive than the current SES provisions, while funding available for district students will be reduced by 25% due to the requirement for equitable participation of non-public schools, which is not currently a requirement.
- The waiver application does not provide an alternative plan if EXPLORE, PLAN, ACT and WorkKeys funding again is denied by the Legislature, thereby weakening the accountability plan for high schools.
- The anticipated top priority of the proposed Standards, Instruction and Assessment Center, “standardization of materials and fidelity of implementation” appears to usurp the power of local school boards.
- If private schools continue to be allowed to use current admission standards and admission practices, the waiver may have the unintended consequence of encouraging private schools to reject or “counsel out” some students who seem less likely to achieve DPI’s standards.
- The waiver request is silent on how many aspects of the plan, including how contractors and schools removed from their Local Educational Agency (LEA), would be funded, thus presuming DPI is largely transferring the oversight obligation to unknown experts and compelling local school districts and local taxpayers to foot the bill.
- The exclusion of value added models – even ones that do not control for demographics – reduces the potential for most accurately measuring growth.
- The proposed growth metrics in the school accountability system are different from the proposed metrics in teacher accountability/evaluation system, thereby undermining system coherence.
- Last, but not least, aside from the unanswered questions and issues previously noted, MPS feels it is important for the DPI to address the following questions and issues which are specific to MPS so as to allow us to sufficiently comment on the waiver proposal.

We request that DPI address the following matters.

- Would the "statewide early warning system" with "almost real time" data for schools be duplicative of our current CAR-required systems?
- It is unclear when student subgroup progress does and doesn't count. It appears subgroups don't count in accountability/measures of student attainment or student growth on the test, but do count in post-secondary attainment.
- Clarity is necessary regarding the proposed state role in "direct[ing] reform at the LEA level, including staffing, programming, financing". Does this free us up from some contract restrictions?

Again, MPS appreciates the opportunity to comment on the DPI's draft NCLB waiver application. We are supportive of the state's effort to find a better way to structure and assess for strengthening the entire K-12 education system in the state of Wisconsin. There are many promising ideas in the application, and we believe, through meaningful collaboration, solutions exist to resolve the concerns delineated in this letter. We look forward to continuing this dialogue with the Department.

Sincerely,



Michael Bonds, Ph.D.  
President, Milwaukee Board of School Directors



Gregory E. Thornton, Ed.D.  
Superintendent of Schools



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February 14, 2012

Superintendent Tony Evers  
Dept. of Public Instruction  
P.O. Box 7841  
Madison, WI 53707-7841

**Re: Comments on DPI's Draft ESEA Waiver request**

Dear Superintendent Evers:

As you are probably aware, the Survival Coalition of Disability Organizations is a broad based coalition of over 40 disability organizations in Wisconsin, which work on disability related public policy issues to improve the lives of people with disabilities throughout Wisconsin. Although some of our members did complete DPI's on-line survey regarding its draft ESEA waiver, the Survival Coalition believes that the survey did not allow us to provide the comprehensive response that we feel is necessary to ensure accountability for students with disabilities. Therefore, we are sending these comments to you in the hope that you will amend certain aspects of the waiver. We would appreciate the inclusion of our comments, along with all other stakeholder comments, in your submission of the ESEA waiver request to the U.S. Dept. of Education.

Overall, we do want to make clear that we support DPI's desire to obtain a waiver from the onerous provisions of the ESEA which will go into effect in 2013, and which we do not feel will help provide a better education to children with disabilities. In addition, there are many aspects of DPI's draft waiver which we support. However, there are also many aspects that we either oppose or believe need to have far greater detail in order for us to consider supporting them. We have outlined both the aspects of the waiver which we support as well as those that concern the Survival Coalition below, in the order in which the waiver is drafted.

### **Overview of SEA's Request for the ESEA flexibility**

- We strongly support the emphasis on Universal Design for Learning (UDL) Principles.
- We support the proposed use of Dynamic Learning Maps as the alternate assessment based on alternate achievement standards (AA-AAS) and applaud Wisconsin's participation in this national consortium. However, we believe that DPI should not emphasize that these alternative assessments should be used on 1% of all students, as this perpetuates a myth that there is no need to make individualized determinations for children with the most significant disabilities who should be involved in this type of assessment. In addition, in Wisconsin, 1% of students do not take the AA-AAS currently, in fact the number is lower and 1% should not become a new target. Current U.S. Department of Education (USDOE) WI data assessment data (2009-2010) shows the percent of students with disabilities (SWD) on AA-AAS: 8.8% in Reading; 8.9% in Math. It is also important that Wisconsin refer to this group of students who may take the AA-AAS consistently throughout the application as "students with the most significant disabilities."

### **Principle 1.B-Transition to College-and Career-Ready Standards**

- We support the fact that one of the guiding principles that "drive the work of DPI": "Every Student has the Right to Learn" includes reference to the essential elements of the Common Core Standards, which "will be the foundation of instruction and assessment for student with significant cognitive disabilities..."
- While we support the creation of a "Standards, Instruction and Assessment (SIA) Center," we are concerned over the failure to identify the timeline during which it will be created. We also support the fact that the SIA Center will create materials to support teaching and learning for all students, including SWD. While we approve of the fact that DPI is interested in partnerships with higher ed. faculty, we are concerned that there is no detail as to how this partnership (which currently does not exist) will be created. We understand there is a model for DPI and institutions of higher education partnerships utilized by DPI's State Personnel Development Grant (SPDG) that has demonstrated system change initiatives and promising outcomes.
- We support increasing Math and Science High School (HS) credit requirements from 2-3. However we are concerned about the failure to identify the need to obtain legislative approval and that this may not happen in waning days of the current legislative session.
- We are pleased that DPI is going to field test use of new cut scores, but we are concerned that draft waiver has not stated when this will happen or in what manner.

- While we support the concept of Reducing Duplication and Unnecessary Burden, there is no reference to including federally required IDEA (special education) data in this unified system. It is critical that IDEA data be included in any unified data system.

**Principle 1.C–Develop and Administer Annual, Statewide, Aligned, High-Quality Assessments that Measure Student Growth**

- We strongly support DPI’s participation in the SMARTER Balanced Assessment Consortium, which supports the concept of “regardless of disability” in referencing Common Core Standards Assessment.
- We support DPI’s decision to move toward “quick turnaround of results” for assessments.
- We offer qualified support for “Optional comprehensive and content-cluster measures that include computer adaptive assessments and performance tasks, administered at locally determined intervals.” This is because we do not understand why these are optional and the draft is unclear as to how or when this will be done and whether the computer adaptations are designed for SWD.
- Wisconsin’s waiver request should provide detail on how the state will transition students taking the alternate assessment on alternate academic achievement standards (AA-AAS) to common core standards. The application should also state that teachers of students who participate in the AA-AAS are specifically included in all training and rollout of the common core standards, and in every other facet of Wisconsin’s proposal that applies to all other students, including teacher evaluation.
- Any accommodations offered on these assessments should be the same as the national standards. Wisconsin’s waiver proposal should include a plan for reviewing and matching current accommodations policy with new accommodations which will be implemented with new assessments. This is particularly important because USDOE reported data shows 58% of Wisconsin SWDs using test accommodations on the general assessment in reading and 61% using accommodations in math - (2009-2010).
- Finally, the waiver application should be clear that the model being used to measure student growth for any purpose includes students who take the AA-AAS – i.e. students with the most significant disabilities.

**Principle 2.A–Develop and Implement a State-Based System of Differentiated Recognition, Accountability and Support**

- We strongly support an accountability system which will apply to schools, including charter and voucher schools which receive public funding, as DPI proposes.

- We support the draft options for priority schools including turnaround expert and targeted school reform or closing.
- We support the proposal calling for prioritizing improvements at the district level if the diagnostic review “demonstrates that systemic challenges at the LEA level contributed to identification as a Priority School.”
- We support charter schools entering into a performance agreement with DPI if identified as a priority school.
- While we support private voucher schools entering into performance agreement if identified as a priority school or exiting the program, we are concerned that the waiver is silent about disability participation or assessment in these schools, especially given the known dearth of SWD who participate in the current voucher program.
- We are very concerned that the draft waiver states that the overall accountability index system is currently under development and that School and District Report Cards will be developed over the coming year in consultation with stakeholders. We cannot support such a vague statement. If USDOE approves this waiver despite its vagueness, then we insist that parents, advocates and educators of SWDs be invited to be active participants in developing this accountability index.
- We are very concerned about the draft proposal to waive supplemental education services, which states that these services can be waived if a “majority” of parents wish to waive them, and that districts must show evidence of subgroup parent involvement, including parents of SWD. Our concern is that there is no mechanism identified for how a majority of parents can be obtained and what the nature of subgroup parent consultation must be. See also Sec. 2.D. regarding priority schools which has this same concern.
- While we support the draft waiver’s proposal for “individualized instruction and align with individual student needs identified through balanced assessments, including the needs of SWDs,” we are concerned that there is no mention of the necessary inter-relation with a student’s IEP. The same is true regarding the proposal for written parental consent on student’s “instructional learning plan” where there is no mention of inter-relation with student’s IEP. See also Sec. 2.D. regarding priority schools which has this same concern.
- We support the draft waiver’s call for DPI-contracted turnaround experts in persistently low performing schools to complete a School Improvement Diagnostic Review (SIDR), which includes identification of the processes and practices to serve SWDs. However, we are concerned that there is no mention of analysis of behavior management or

discipline practices required in this review which is critical to turning a school around. See also Sec. 2.D. regarding priority schools which has this same concern.

- While we support the identification of LEA level systemic challenges if “a large proportion of district schools are identified as priority schools,” we are concerned that the term “large proportion” is not defined in the waiver.
- Regarding Recognizing High Performing Schools, while we support, identification of increases in math and reading performance and closing achievement gaps, we do not believe that reading and math should be lumped together, and we are concerned that there is no reference to behavior and/or discipline practices.

### **2.B–Set Ambitious but Achievable Annual Measurable Objectives (AMOs)**

- We are very concerned that while individual subgroup performance is reported, the waiver proposed not to use it for overall accountability calculation. Wisconsin’s proposal for accountability should not be watered down by reporting subgroups for some calculations and not others.
- We are concerned that a methodology has not yet been determined to calculate Priority Area and Overall Scores.
- We support the draft waiver’s proposal that schools may receive unacceptable-performance flags if any single subgroup misses the target in math or reading test participation rate and that the target test participation is 95%.
- We are very troubled that the draft waiver considers it acceptable to have any dropouts in elementary school, let alone not flagging those schools which have fewer than 2% dropouts. We also believe that flagging at 10% in high school is too high and that should be lowered to 5% if it is indeed the state’s goal to graduate every child. Finally, we believe it is extremely important that the calculation for dropouts be disaggregated by subgroup.
- Regarding the 3rd Grade Reading accountability, we believe that falling 2 standard deviations below the statewide average is insufficiently rigorous as that is the old methodology for determining if students had a significant learning disability. In addition, subgroup performance in this area should also be a cause for a flag.
- Regarding the “Stars” heading, we believe there is a typo when it states that stars awarded for rate of college credits in HS and postsecondary enrollment within 16 months of “college” (probably should be HS) graduation, and AP participation and performance. In addition, we believe stars should be awarded for a high post-HS employment rate.

- We support adding a district flag if 1 or more schools is persistently failing to meet expectations.
- While we strongly support the reduction of the “Cell Size” from 40 to 20 for accountability purposes, we remain concerned that a large number of small and rural schools will not be held accountable under this system, particularly for subgroups. We have requested previously that DPI report the number of Wisconsin schools that would not be reporting for accountability purposes on SWD with a cell size of 20. In addition, N size calculation parameters should not apply, and do not need to apply, to dropout and graduation rate calculations. The purpose of n-size is to get statistically relevant information but for these measures which have an absolute calculation there is no need for this caution. Smaller schools that cannot meet an n size of 20 for a subgroup should not be eliminated from these important calculations and review.
- We support that “DPI intends to request funds for EXPLORE, PLAN, ACT and WorkKeys,” but we are concerned that the draft waiver does not state from whom or how much.
- We fail to understand and therefore do not support the fact that students are not tested in 9th, 11th or 12th grades, so high schools won’t be included in the growth gap.
- We are concerned that in discussing “The Graduation Gap” there is no reference to the vocational diploma (Senate Bill 335) which has broad support in the Wisconsin Legislature and is pending passage this session.
- Wisconsin is right to give credit to the 6-year graduation rate, but the 4-year rate must be calculated to have priority. These rates must not be added together and divided to find an average. We want students to graduate in four years if this is possible.
- We are concerned that in the “On-Track Indicator,” the only priority measurement is attendance. Behavior and discipline should also be measured, especially as a component of attendance.
- Finally, it is extremely important that AMOs be set between schools verses between subgroups. A measure that is focused on comparing subgroups within a school may mean some students may never reach proficiency.

### **2.C.–Reward Schools**

- We are concerned that in the proposed “ENHANCEMENTS TO WISCONSIN’S EXISTING RECOGNITION AND REWARDS” there is no mention of cost for “additional state resources, including staffing for funding” for Spotlight Schools Diagnostic Reviews (SPDR).

### **2.D.–Priority Schools**

- See comment under Sec. 2.A. above discussing “Waiving Supplemental Education Services.”
- See comment under Sec. 2.A. above discussing “Alternative Requirements.”
- See comment under Sec. 2.A. above discussing “Parent Involvement.”
- While we support the “Assurances” statement on p. 3, we are concerned that there is no mention of the relationship to children’s IEP.
- Regarding School Improvement Diagnostic Reviews, we support inclusion of universal screening and progress monitoring. However, we are concerned that there is no mention of behavior management and discipline practices
- We fully support the paragraphs on pp. 6-7, entitled -RtI, Extended Learning Time, Highly Skilled Educators, Highly Skilled Leaders, Positive and Safe Learning Environments, Family Engagement, and After 3 Years of Implementation.
- We are concerned that Tables 2.3 and 2.4–Timeline for Implementation of Priority School Activities all budget items listed TBD. Without a real budget, this is difficult to support.
- We cannot tell if high schools are included in the priority school program, and if not, this would concern us.
- We are concerned that exit criteria are not clearly articulated in the draft waiver proposal.

### **2.E.-Focus Schools**

- We support subgroup proficiency rates in reading and math being used for Focus Schools. We are not in favor of a definition of a Focus School that includes the biggest gaps between subgroups within a school as a student then becomes a victim of where he/she resides. A better measure is to compare subgroups with the lowest achievement.
- We support the plan to “Access Core Instruction in Reading and Math.” However, we are concerned about the draft waiver proposal’s continued failure to focus on behavior.
- Given our comments regarding a need to focus on behavior and discipline, we are pleased to see the discussion of PBIS.

- We support the Increased Prescriptive and Directive Requirements section.
- While we support the stated “RATIONALE FOR FOCUS SCHOOL REQUIREMENTS” which calls for RtI as a means to “appropriately serve all students,” we believe the draft waiver needs to explain how RtI helps kids with disabilities. The intent of RtI should continue to be reducing inappropriate referral to special education.
- We have a grave concern that the Students with Disabilities section, pp. 10-11, only focuses on lowering identification rate and fails to mention increasing rates of learning.
- Once again, we are concerned that no exit criteria are listed.
- We are concerned that there is only a focus on schools because there also needs to be a focus on subgroup achievement.
- We strongly suggest that Wisconsin’s waiver proposal adopt a plan to move toward standards-based IEPs as a strategy to improve the performance of students with disabilities who are already determined as IDEA eligible. This is a highly effective way to ensure that SWDs are being educated in accordance with the statewide common core standards.

### **2.G.–Build SEA, LEA and School Capacity to Improve Student Learning**

- We are concerned that there is no mention about subgroup specific expertise.
- We are concerned that Table 2.5–Monitoring Activities of School and Student Performance, describes SEA monitoring “as necessary” for priority schools and “yearly with more frequent communication as necessary” for focus schools which is too vague to support.
- We support prioritizing district level improvements if school diagnostic review demonstrates systemic LEA challenges.
- We are concerned that Principle 4: Reducing Duplication and Unnecessary Burden moves away from school plans to district-wide plans. Both are necessary.

### **3.A.-Develop and Adopt Guidelines for Local Teacher and Principal Evaluation and Support Systems**

- We are concerned that in the Development of the Framework, no parent or special education groups were involved.

- We are concerned that in the section on Student Achievement discussing principal evaluation, there is no discussion of SWD.
- While we support that within the Evaluation Process an educator will not be allowed to remain at the developing level “indefinitely”, we are concerned that no time frame is identified for exiting such educators out of the profession.

We appreciate the opportunity to provide you with this feedback. Feel free to contact us if you have any questions or wish to discuss our concerns.

Sincerely,

**Survival Coalition Co-Chairs**

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CC: Senator Luther Olsen  
Representative Steve Kestell



## News Release

Education Information Services ■ 125 South Webster Street ■ P.O. Box 7841 ■ Madison, WI 53707-7841 ■ (608) 266-3559

FOR IMMEDIATE RELEASE

DPI-NR 2012-15

Monday, January 23, 2012

Contact: Patrick Gasper, DPI Communications Officer, (608) 266-3559

### DPI seeks comments on draft NCLB waiver request

MADISON — Wisconsin’s request for waivers from several provisions of federal education law creates the expectation that every child will graduate ready for college and careers by setting higher standards for students, educators, and schools.

“Education for today’s world requires increased rigor and higher expectations,” said State Superintendent Tony Evers. “The federal No Child Left Behind Act (NCLB) has shackled schools by being overly prescriptive and prohibiting creative reforms that would help more students gain the skills needed for further education and the workforce. Wisconsin’s request for flexibility from NCLB is driven by the belief that increasing rigor across the standards, assessment, and accountability system will result in improved instruction and improved student outcomes.”

To receive waivers, state education agencies must demonstrate how they will use flexibility from NCLB requirements to address four principles: transitioning to college- and career-ready standards and assessments; developing systems of differentiated recognition, accountability, and support; evaluating and supporting teacher and principal effectiveness; and reducing duplication. The Department of Public Instruction has posted its draft waiver request online and is asking for public comment through a survey. After the two-week comment period, the agency will revise the waiver request and submit it to the U.S. Department of Education by Feb. 21.

#### **College and Career-Ready Expectations for All Students**

Major provisions of the plan have been in progress through collaborative work throughout Wisconsin and with other states. Wisconsin, as part of several consortia projects, is developing new assessments to replace the Wisconsin Knowledge and Concepts Examinations (WKCE), the Wisconsin Alternate Assessment for Students with Disabilities (WAA-SwD), and the assessment for students who are learning English. The new assessments will be aligned with the Common Core State Standards. Wisconsin’s approach to standards implementation, which sets it apart from other states, includes an added focus on literacy in all subjects. Educators in science, social studies, history, and technical subjects will work as part of the state’s comprehensive literacy efforts to enrich students’ learning in all content areas.

(more)

The draft waiver request calls for higher expectations for student achievement by using proficiency levels based on the National Assessment of Educational Progress (NAEP) for new cut scores on statewide tests. This will provide an important transition to the higher expectations of the new assessment system. Results from the NAEP cut score evaluation will inform new baseline accountability measures and will be used for reporting student performance and school accountability in 2012-13.

“Increasing our expectations of what students need to know and be able to do, to match the reality of the 21st century, will not be easy,” Evers said. “Students who were proficient on the WKCE may no longer be proficient on the new assessment system as new, more important skills are measured. Schools that were making AYP under NCLB may no longer meet the expectations of our next generation accountability system. Also, schools growing student achievement will be recognized by this new system in ways that never happened with NCLB.”

To ensure that students will meet graduation requirements and be ready for postsecondary studies, the Department of Public Instruction will recommend the use of the assessments from ACT (EXPLORE, PLAN, ACT, and WorkKeys) and will again request funding in the 2013-15 biennial budget to support statewide administration. The agency also will seek an increase in graduation standards to include a minimum of three years of mathematics and three years of science, engineering, or technology coursework. Currently, graduates must have two credits each in mathematics and science.

### **Differentiated Recognition, Accountability, and Support**

The draft waiver request incorporates work by the School and District Accountability Design Team to help Wisconsin establish accountability measures that 1) are fair; 2) raise expectations; and 3) provide meaningful measures to inform differentiated recognition, intervention, and support. Furthermore, the design team felt that any new system should not narrow options for students. As a result, the state will continue to find ways to place a value on important electives such as art, music, world languages, and physical education.

Wisconsin’s draft waiver request calls for schools to be held accountable for: student attainment, growth in student achievement, closing achievement gaps, and on-track to graduation and postsecondary readiness. An index system that uses multiple measures to classify schools along a continuum of performance and a new school report card will be developed. The state’s lowest performing schools and those with the largest achievement gaps will be identified. Interventions in identified schools will be based on a diagnostic review to improve core instruction. The state’s Response to Intervention Center (RtI) as well as a Statewide System of Support, which will be developed, will be entry points for school improvement and district reform.

New procedures for identifying schools and districts will replace the current Adequate Yearly Progress (AYP) determination and will establish recognition for high performing schools. The department intends to seek

(more)

authority to include all publicly funded schools in its accountability and support efforts. Under NCLB, only Schools Identified for Improvement (SIFI) that receive Title I funding must implement reforms.

“We are changing these systems to support struggling schools and to share what works,” Evers said. “Taxpayers rightly want to know that their education tax dollars are producing results. Our waiver request will improve accountability for publicly funded education in Wisconsin.”

### **Support for Effective Instruction and Leadership**

Teachers and principals will be evaluated on their professional practice and student achievement in an educator evaluation framework that is part of the state’s waiver request. Evaluations will include multiple measures, with half based on educator practice and half on student outcomes. Evaluations will link to each educator’s professional development plan. Provisions in the draft waiver request are based on recommendations from the State Superintendent’s Educator Effectiveness Design Team.

“Centered on student learning, fair, valid, and reliable — these are core principles for our educator effectiveness framework,” Evers said. “Our performance-based evaluation system will support teachers and principals in their job of educating students and help our educators improve throughout their careers.”

### **Reduce Duplication and Unnecessary Burden**

The department has been working on a Longitudinal Data System to reduce duplication and burden in school district reporting. Methods of collecting district data are changing as a result of the transition to a statewide student information system (SSIS). Additionally, methods of making data available directly to districts as well as to the public will be more timely through the SSIS and a new reporting system called the Wisconsin Information System for Education dashboard (WISEdash). WISEdash, a single reporting system for school and district accountability reporting, will be released initially in a secure format. WISEdash eventually will replace the DPI’s current data reporting systems.

“Wisconsin’s waiver request brings together a number of initiatives that have been in the works for some time. We are seeking public input on our draft waiver plan now so we can refine our reform efforts and ensure Wisconsin’s public education system is responsive to our citizens,” Evers concluded.

###

**NOTE:** The Wisconsin Department of Public Instruction’s ESEA Flexibility Request is posted online at <http://dpi.wi.gov/esea/index.html>. This page includes a link to a summary of the major provisions in the draft request and the public response survey. The survey will be open from Jan. 23 to Feb. 3. All responses will be kept confidential. This news release is available electronically at [http://dpi.wi.gov/eis/pdf/dpinr2012\\_15.pdf](http://dpi.wi.gov/eis/pdf/dpinr2012_15.pdf).



# Accountability Reform Overview

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*This overview describes the changes to Wisconsin's accountability system outlined in the Department of Public Instruction's (DPI) waiver proposal for ESEA flexibility.*

## ESEA Flexibility Waiver

The U.S. Department of Education (USED) has offered states the opportunity to apply for flexibility on certain provisions of the federal Elementary and Secondary Education Act (ESEA, currently known as NCLB, the No Child Left Behind Act). States' proposals must demonstrate how they will use this flexibility to implement the following principles:

- College- and career-ready expectations for all students,
- State-developed differentiated recognition, accountability, and support,
- Support for effective instruction and leadership, and
- Reduced duplication and unnecessary burden.

DPI posted a draft waiver proposal on January 23 to elicit feedback over a two-week public comment period, after which DPI refined the proposal for submission to USED on February 22, 2012. Ongoing work with the US Department of Education has prompted additional clarifications to the waiver document. Accountability and other changes affecting schools and districts are included in this overview. Some specific changes or plans included in the final draft that are a direct response to stakeholder input are below:

- In addition to raising the mathematics and science credit requirements needed for graduation, DPI is advocating for 6.5 elective credits as a graduation requirement across the state, so that art, music, world languages, and technical courses may be a part of every student's high school experience. This is critical to Wisconsin teachers and families, and was a key finding of WEAC's *Speak Out for Wisconsin Public Schools*.
- In order that more students are recognized and included in this accountability system, and to avoid the masking of small subgroup performance, DPI will change the cell size used for accountability calculations from 40 to 20. This was a priority for the disability advocacy groups in Wisconsin. Additionally, a combined subgroup will be used when at least two of the binary subgroups (ELL, SwD, economically disadvantaged) do not meet cell size but when combined do meet cell size, in recognition of the need to closely monitor the performance of these traditionally high-needs student groups.
- DPI will continue to incorporate Universal Design for Learning principles into planning and development of resources for standards implementation, assessments, and instructional practices.
- DPI will raise cut scores on current assessments to reflect higher expectations for students during the two-year transition between current and next generation assessment systems. DPI



will also propose funding to make the ACT suite available across the state, a specific request from school administrators.

- DPI confirmed support for the plans to waive Supplemental Educational Services (SES) from the current accountability system.
- In serving Focus Schools, DPI will significantly increase the capacity of Wisconsin's Rtl Center to ensure a high quality, multi-level system of support, including additional interventions/supports for students with disabilities and English language learners.

### *College and career ready expectations for all students*

*Expanding upon "Every Child a Graduate" to ensure Wisconsin graduates are prepared for success in college and career, DPI is raising expectations and making changes to assessment and graduation requirements.*

#### **Standards & Assessments**

- **Full implementation of Common Core State Standards (CCSS) and Common Core Essential Elements (CCEE):** Instruction based on CCSS and CCEE (alternate achievement standards) must be in place by the 2014-15 school year. Assessment of CCSS and CCEE proficiency will begin in the 2014-15 school year.
- **New Assessment Systems:** Proficiency on CCSS will be measured by new assessment systems being developed by the Smarter Balanced Assessment Consortium (replacing the Wisconsin Knowledge and Concepts Examination [WKCE]). Proficiency on the CCEE will be measured by the Dynamic Learning Maps Assessment (replacing the Wisconsin Alternate Assessment for Students with Disabilities [WAA-SwD]). Both assessments will be field tested in 2013-14 and required statewide in 2014-15. Beginning in 2014-15, these state assessments will move from fall to spring, and the high school assessment will move from grade 10 to grade 11. Both assessments will be given in grades 3-8 and 11. These online assessment systems will include end-of-year tests, as well as additional resources to help benchmark student progress throughout the year.
- **Raised Expectations:** The proficiency levels on the Smarter Balanced assessment will be benchmarked against national and international standards. As a transition, the WKCE will use cut scores based on the more rigorous NAEP scale to calculate proficiency in reading and mathematics.
  - 2011-12: Current WKCE cut scores for proficiency remain in place for student-level reporting. DPI will begin the process to convert WKCE cut scores, working collaboratively with DPI's Technical Advisory Committee and testing vendor to field test NAEP-based cut scores on the WKCE. NAEP-based benchmarks will be applied for initial accountability calculations and provided on new school report cards.
  - 2012-13: NAEP-based cut scores applied to all WKCE test results including student-level individual performance reports and accountability report cards in spring 2013.
  - The cut score change does not apply to the Wisconsin Alternate Assessment for Students with Disabilities (WAA-SwD). WAA-SwD data are still included in accountability calculations.
- **College and Career Readiness:** DPI is proposing use of the EXPLORE-PLAN-ACT + WorkKeys package (the ACT suite) and will request funds in the Wisconsin 2013-15 biennial budget to support administration of these assessments statewide. The data gathered from these



assessments enable academic growth to be measured throughout high school. Results also inform students, parents, and educators about the extent to which students are on-track for college and career. These assessments are supplemental to the 11<sup>th</sup> grade Smarter Balanced assessment, which will be used to measure proficiency on the CCSS beginning in 2014-15.

- **English Language Proficiency:** DPI and World-Class Instructional Design and Assessment (WIDA), housed at the University of Wisconsin-Madison, lead a consortium to develop a new English language proficiency assessment for English Language Learners (ELLs). The project, *Assessment Services Supporting ELLs through Technology Systems (ASSETS)*, will develop an online assessment system that measures student progress in attaining the English language skills needed to be successful in K-12 and postsecondary studies, and work. ASSETS will replace the ACCESS for ELLs assessment currently used in Title III accountability in 2015-16.

### **Graduation Requirements**

- Pending state legislation, graduation requirements will increase to include these specified 15 credits:
  - 4 credits of English language arts
  - 3 credits of mathematics (an increase from two credits)
  - 3 credits of science, engineering or technology with two of those years as traditional science or science equivalency courses (an increase from two credits)
  - 3 credits of social studies
  - 1.5 credits of physical education
  - 0.5 credit of health education
- In addition, DPI recommends putting into statute an additional 6.5 elective credits for graduation, as recommended by the State Superintendent last year. DPI also recommends that innovative dual enrollment programs be increased.
- These recommended requirements would result in a total of 21.5 credits necessary for graduation, in alignment with national averages and current local practice. This is a floor requirement as many districts will continue to require more credits, and most graduates will complete more credits than the new requirement in statute.
- These requirements will be in effect for students in the four-year adjusted cohort expected to graduate in 2016-17, pending legislation.

### ***State-developed differentiated recognition, accountability, and support***

*With the goal of developing a statewide accountability system that increases student achievement and promotes and supports school improvement across the state, DPI worked with a statewide school accountability design team, other stakeholders, and the Technical Advisory Committee to establish accountability measures that 1) are fair; 2) raise expectations; and 3) provide meaningful measures to inform differentiated recognitions, intervention, and support.*

### **Comprehensive Statewide Accountability System**

- Wisconsin's accountability system will include all schools receiving public school funds. This includes Title I schools, non-Title I schools; district, non-district, and non-instrumentality charter schools; and private schools participating in the state Parental Choice Programs.



- Full implementation of this accountability system beyond Title I schools would require state funding and potential legislative changes.

### ***Accountability Index***

- Beginning in 2011-12, a comprehensive accountability index will replace the current ESEA Adequate Yearly Progress (AYP) system. The index approach uses multiple measures and classifies schools along a continuum of performance.
- Schools and districts will be held accountable for outcomes in four priority areas that comprise sub-scales of the index:
  - Student achievement
  - Student growth
  - Closing achievement gaps
  - On-track to graduation and postsecondary readiness
- Index scores will be provided for each of the four sub-scale areas.
- Index scores may be reduced because of Red Flags signifying poor performance in three other areas. Schools or districts failing to meet minimum expectations in the following areas will receive deductions to index scores.
  - Test Participation (elementary, middle, high school) – Test participation rates falling below an acceptable level detrimentally affects the comparability of a school’s assessment results. The expectation is for each school to have a minimum test performance rate of 95%.
  - Dropout rates (middle and high school) – Regardless of school performance, high dropout rates run counter to the goal of graduating all students prepared for college and careers through improving academic performance and retention. The expectation is for each school to have a maximum dropout rate of 6%.
  - Absenteeism (elementary, middle, high school) – Absenteeism is highly correlated with low performance; if students are not in school they do not have access to important content and instruction. This indicator compares the attendance of a school’s students against a standard set by DPI that reflects the relationship between poor attendance and poor student performance. The expectation is for each school to have a maximum absenteeism rate of 13%.
- Overall accountability scores will be a combination of priority area scores, adjusted for Red Flag deductions, on an index of 0-100.

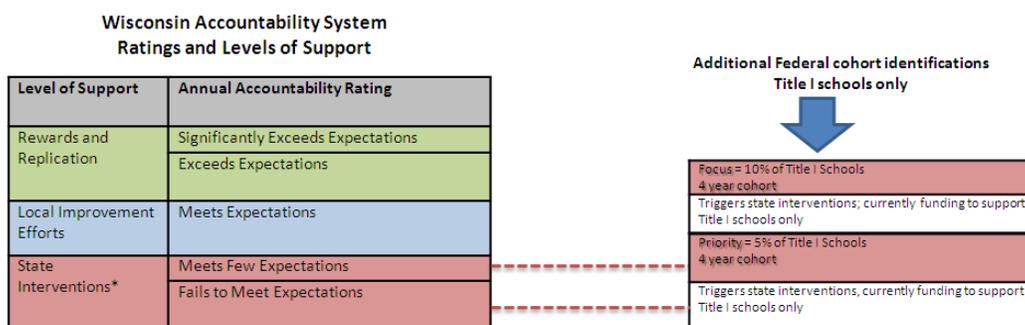
### ***State Accountability Ratings***

- Accountability index scores (0-100) will place schools and districts into one of five categories along the performance continuum:
  - Significantly Exceeds Expectations
  - Exceeds Expectations
  - Meets Expectations
  - Meets Few Expectations
  - Fails to Meet Expectations
- These ratings will be reported annually in the School Report Card, and will drive supports.



**Federal Accountability Ratings**

- In addition to the state accountability ratings, the waiver includes a requirement to identify two types of Title I schools. Title I is a federal funding stream for low income students. In 2011-12, the state will identify Priority Schools and Focus Schools for four year cohorts.
  - Priority Schools: 5% of all Title I schools with the lowest reading and mathematics performance in the state
  - Focus Schools: 10% of all Title I schools with the largest average subgroup gaps in reading, mathematics, or graduation rate; *or* with the lowest average subgroup performance in the state.
- These Title I schools will be required to implement interventions that address the reason for identification and have four years to demonstrate sustained improvements to student achievement.



\*The placement of state interventions as a level of support reflects the long-term vision for a statewide accountability system that supports all schools. Currently, federal Title I funding is available only to support Focus, Priority, and Title I Reward schools.

Note: Labels, in combination with comprehensive report cards, are intended to provide schools with information that will guide local improvement efforts and inform state intervention planning.

**Annual Measurable Objectives (AMOs)**

- AMOs are required by USED as part of Wisconsin’s waiver request. AMOs are annual goals for all students and subgroups in reading, mathematics, and graduation.
- New AMOs will be used beginning in 2011-12, with 2010-11 serving as the baseline year during which the AMOs were established. The AMOs are annual increases for all students and each subgroup for the next six years.
- AMOs were established using 2010-11 proficiency rates (reflecting NAEP-based cut scores) of the schools at the 90th percentile. All students and each subgroup will be expected to make annual improvement toward reaching that level of performance in six years, with a minimum 1% improvement each year.
- The AMOs expect higher levels of growth for students performing at lower levels of achievement, consistent with Wisconsin’s goal of reducing the achievement gap between student groups.
- School performance on the AMOs will be included in the report card but are not factored into a school’s accountability index score or accountability rating.
- Exit criteria for Priority and Focus schools will be tied to AMOs.



### **Subgroup Accountability**

- A cell size of 20 students will be used for all accountability calculations, a change from 40 students. Reducing the cell size to 20 allows schools, districts, and the state to identify subgroups that may be struggling but would not be reported under larger cell size rules.
- A high-need supergroup that includes at least 20 students from the economically disadvantaged, English language learners, and students with disabilities subgroups will be applied only in cases in which at least two of these subgroups do not alone have the minimum group size of 20, but when combined, do meet cell size. This recognizes the importance of closely monitoring the needs of these groups and allows more schools to be included in accountability calculations.
- The accountability index is designed to emphasize the performance of every subgroup. The four sub-scale areas and index will prevent small subgroup performances from being masked.
- Report cards will include subgroup performance to increase transparency.

### **Assessment in Accountability Reporting**

Year	Assessment	Role in accountability reporting
2011-12	<i>WKCE</i>	Current <i>WKCE</i> performance levels used for press release & individual student performance reports; NAEP-based performance levels used for initial school accountability report cards.
2012-13	<i>WKCE</i>	NAEP-based performance benchmarks used for <i>WKCE</i> student performance reports and school & district accountability report cards.
2013-14	<i>WKCE</i>  <i>Smarter Balanced</i> and <i>Dynamic Learning Maps</i>	Continue using NAEP-based performance benchmarks for accountability report cards.  Field test <i>Smarter Balanced</i> and <i>Dynamic Learning Maps</i> assessments and define performance benchmarks to be used across <i>all</i> participating states.
2014-15	<i>Smarter Balanced</i> and <i>Dynamic Learning Maps</i>	Fully implement <i>Smarter Balanced</i> and <i>Dynamic Learning Maps</i> assessments with consortia-defined performance benchmarks. Results used for accountability report cards.

### **District Accountability**

- Currently, district accountability is based on the aggregate of all district students within three separate levels: elementary, middle, and high school. This will continue, with an accountability index score calculated for each of the levels.



- The district AMO is to have at least one of the three aggregate levels—elementary, middle or high school—in the *Meets Expectations* category or higher—and to have no individual school in the *Fails to Meet Expectations* category.
  - The district will miss the AMO if its aggregate scores for all three levels fall below the *Meets Expectations* category, or if it has any individual school in the *Fails to Meet Expectations* category.
- For districts missing the AMO, the state superintendent may require that a district-level diagnostic review be completed to evaluate critical systems and structures within the central office, including but not limited to human resources, curriculum and instruction, finance, and leadership.
- District-level report cards will be provided following the 2012-13 school year.

### ***Support and Intervention***

- Overall Approach
  - DPI will identify both high and low performing schools, but will focus interventions and supports on the lowest performing schools in the state.
  - Support and interventions will match the severity and duration of identified problems.
  - Districts will remain the entry point for school improvement and district reform.
  - DPI will establish one statewide system of support for all publicly-funded schools, pending state funding. This replaces the current system, which only is funded by federal Title I dollars and, therefore, only requires interventions of the lowest-performing Title I schools.
  - Resources will be electronically available to all schools in the state that wish to conduct a self-assessment to establish a plan for continuous improvement.
  - Supports will include online resources, and technical assistance from the Wisconsin Response to Intervention (RtI) Center, CESAs, and DPI staff.
- Priority Schools
  - For 2012-13, the lowest performing Title I schools, as determined by achievement scores within the accountability index, comprising at least 5% of all Title I schools in the state will be identified as Priority Schools.
  - Beginning in fall 2012, Title I schools will no longer have to implement NCLB mandated Supplemental Education Services (SES) or provide students the opportunity to transfer to a higher-performing district school using Title I funds for transportation.
  - Instead, Title I Priority Schools will have the following options:
    - Contract with a state-approved turnaround partner to conduct a comprehensive, on-site diagnostic review of instructional policies, structures, and practices to identify potential barriers to student outcomes. Informed by the findings of the review, the school must develop a reform plan, which emphasizes improvements in the core instruction of reading and mathematics, in collaboration with their turnaround partner. The plans must be submitted to and approved by DPI. Schools must continue to work with the turnaround partner to implement reform plans.



- Reform plans must include specific onsite interventions, such as extended learning time, targeted reading and mathematics supports, professional development and implementation assistance.
- DPI will conduct site visits, as well as reviews of data, implementation of reform plans, and budgets, as part of ongoing monitoring of reform implementation.
  - Closure.
    - The state superintendent may intervene and direct specific actions for schools failing to show demonstrable improvement after four years.
- Focus Schools
  - For 2012-13, Title I schools that show large gaps in reading scores, mathematics scores, or graduation rates between subgroups or low performance by high need subgroups, as determined by index calculations, will be identified as Focus Schools. Focus Schools will comprise at least 10% of all Title I schools in the state.
  - Title I Focus Schools must participate in an online state-directed self assessment of the current core reading and math curriculum including interventions for struggling students. The school must develop an improvement plan based on the self assessment, and implement Response to Intervention (RtI). Specific interventions in the plan must address identified problem areas. The plan must be approved by DPI.
  - Supports will include online resources and technical assistance from the Wisconsin Response to Intervention (RtI) Center, Cooperative Education Service Agencies (CESAs), and DPI staff.
  - DPI will conduct electronic reviews of each school's progress throughout the year.
  - The state superintendent may intervene and direct specific actions for schools failing to show demonstrable improvement after four years.

### ***School Recognition and Rewards***

- The top performing schools will receive public recognition.
- The state will reward high performing and high progress schools in order to highlight student achievement and student growth.
- The state will identify a small sample of high performing schools to serve as models of best practices which can be shared and replicated statewide, particularly with those schools not meeting expectations.



### *Support for effective instruction and leadership*

*The primary purpose of the Wisconsin Framework for Educator Effectiveness is to develop a system of continuous improvement of educator practice—from pre-service through service— that leads to improved student learning. The system established by the Educator Effectiveness Design Team was designed to evaluate teachers and principals through a fair, valid, and reliable process using multiple measures across two main areas: educator practice and student outcomes.*

- All public school teachers and principals will be included in the evaluation system.
- Both principal and teacher evaluations will include multiple measures of educator practice and student outcomes. Educator practice will count for half of the evaluation; student outcomes will count for half of the evaluation.
- The evaluation system will include formative and summative elements, and will link directly to the educator’s professional growth plan.
- The system will be fully implemented in the state by the 2014-15 school year.
- Individual educator ratings are confidential and will not be publicly reported.

### *Reduced duplication and unnecessary burden*

*DPI is aligning a number of efforts to reduce duplication and unnecessary burden on districts. District data collection will be streamlined as a result of the transition to a statewide student information system (SSIS). Methods of making data available directly to districts, as well as to the public, will be localized and made more timely through the SSIS and a new reporting system called the Wisconsin Information System for Education dashboard (WISEdash).*

- **Single Statewide Student Information System:** There is a five-year implementation timeline for districts to transition to a single student information system, which will reduce duplication of reporting efforts, increase timeliness of data access, and allow districts more time to focus on using data to inform important educational decisions.
- **Single Reporting System:** WISEdash, a single reporting system for school/district accountability reporting, will include a plethora of pre-defined and user-defined reports including student growth percentiles, enrollment, course-taking, postsecondary enrollment, literacy, and more. WISEdash will be released initially in secure format only (i.e., for authorized district personnel to use via a login); eventually WISEdash will also house public reports and replace DPI’s current public data reporting systems.
- **Consolidated Reporting Requirements:** School- and district-required performance reports will eventually be replaced by new school and district report cards, allowing these reporting requirements to be met without the need for districts to create separate reports.



## Stakeholder Involvement

- **Involvement during Development:** Changes to Wisconsin's accountability system described in this document are the result of much deliberation and collaboration with stakeholders. The work of the School & District Accountability Design Team, as well as input from various educational stakeholders, informed the design of this new accountability system. DPI will continue to engage stakeholders throughout the state as this system develops.
- **Public Survey:** The DPI survey that accompanied the waiver draft request during the two-week public comment period resulted in input and guidance from over 700 respondents including educators, parents and other key education stakeholders. Survey results were utilized to clarify and modify the waiver request.
- **Ongoing communication:** The DPI will continue to develop support materials, presentations, and webinars to ensure key education stakeholders stay informed as the accountability system continues to evolve. These resources will be available on the Accountability Reform webpage: <http://dpi.wi.gov/oea/acct/accountability.html>.



Tony Evers, PhD, State Superintendent

January 23, 2012

Dear Colleague:

I am writing today to share with you a draft of Wisconsin's proposed waiver from certain elements of the Elementary and Secondary Education Act (ESEA), also known as No Child Left Behind (NCLB). With this posting, the Department of Public Instruction (DPI) opens the public comment period. Attached to this letter you will find:

- A summary of the key elements in the proposal (<http://dpi.wi.gov/esea/pdf/summary.pdf>);
- The initial full draft waiver proposal (<http://dpi.wi.gov/esea/pdf/waiver.pdf>);
- A survey through which you can submit your comments by February 3, 2012. (<https://forms.dpi.wi.gov/se.ashx?s=56301B2D5BE3EF8D>)

For the past decade, NCLB has forced one-size-fits-all mandates and labels on our schools and districts. Through this waiver process, the USED has offered states the opportunity to apply for flexibility on certain provisions of ESEA. Specifically, all state proposals must demonstrate how they will use this flexibility to implement the following principles:

- College- and career-ready expectations for all students;
- State-developed differentiated recognition, accountability, and support;
- Supporting effective instruction and leadership;
- Reducing duplication and unnecessary burden.

DPI's proposal is, in part, based on the work of the statewide School and District Accountability Design Team that met over the last several months to design a fair and accurate accountability system that measures growth and attainment for all students. In addition, the proposal reflects the robust education investment agenda we've advanced together over the past two-and-a-half years, focused on improving student achievement and graduating students prepared for future success.

The DPI intends to submit its waiver application to the United States Department of Education (USED) by February 21, 2012. Through this comment period, we hope to further engage the citizens of Wisconsin in this discussion so critical to the future of education. We encourage you to share this draft of Wisconsin's proposed waiver and the associated survey with others. Most importantly, we want broad input to ensure that our proposal best meets the needs of Wisconsin's children.

After we receive feedback from you and other educators, parents, and citizens from across the state, we will be revising and refining this draft proposal. Please remember to provide your comments through the survey no later than February 3.

Sincerely,



Michael J. Thompson, PhD  
Deputy State Superintendent

MJT:sjb

Attachments

## WAIVER SURVEY

---

### ***About the federal flexibility***

The U.S. Department of Education has offered states the opportunity to apply for flexibility on certain provisions of the federal Elementary and Secondary Education Act (ESEA, currently known as NCLB, the No Child Left Behind Act). States' proposals must demonstrate how they will use this flexibility to implement the following principles:

- College- and career-ready expectations for all students
- State-developed differentiated recognition, accountability, and support
- Supporting effective instruction and leadership
- Reducing duplication and unnecessary burden

### ***About the survey***

The Department of Public Instruction (DPI) is conducting this survey to gather public feedback and guidance on Wisconsin's flexibility request. This survey will be open from January 23—February 3, 2012. DPI is seeking feedback on our draft proposal in terms of overall direction, but specifically we want to ensure there is enough detail and clarity in each of the four principles. Please be as specific as possible in your feedback. We will take your input under advisement as we refine the proposal to be submitted for federal review by February 21, 2012. All responses will be kept confidential and reported in the aggregate (e.g. 78% of respondents agreed...).

If you have questions about this survey, please email [ESEAwaiver@dpi.wi.gov](mailto:ESEAwaiver@dpi.wi.gov).

---

1. What best describes your role?
  - a) Teacher (General Education)
  - b) Teacher (Special Education)
  - c) Teacher (ELL)
  - d) Principal
  - e) Title I Director/ESEA Coordinator
  - f) Title III Director/ELL Coordinator
  - g) Other district-based federal program director
  - h) Other school- or district-based personnel
  - i) Superintendent
  - j) DPI staff
  - k) Institution of Higher Education (IHE) staff
  - l) Parent
  - m) Student
  - n) Community members (business, technology, nonprofit leader)
  - o) Staff of professional or membership organization
  - p) Staff of research organization
  - q) Staff of philanthropic organization
  - r) Other education stakeholder

2. How familiar are you with the current requirements of the Elementary and Secondary Education Act (ESEA) / No Child Left Behind (NCLB)?
  - Very familiar
  - Familiar
  - Somewhat familiar
  - Not at all familiar
3. Should Wisconsin request a waiver of any ESEA/NCLB requirements?
  - Yes
  - No
  - I'm not sure / don't know

**The following questions are in regard to the narrative of Principle 1:**

4. The narrative clearly explains how Wisconsin will implement College and Career Readiness standards and assessments for all students.
  - Strongly agree
  - Agree
  - Disagree
  - Strongly disagree
  - I'm not sure / don't know
5. The narrative clearly describes a focused plan toward improving college and career readiness for all students.
  - a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know
6. The actions described clearly show how the college and career readiness standards and assessments will help improve outcomes for English Language Learners (ELLs).
  - Strongly agree
  - Agree
  - Disagree
  - Strongly disagree
  - I'm not sure / don't know
7. What strategies/supports/resources could be provided to better address the needs of ELLs in the area of college/career standards and assessments?  
[OPEN RESPONSE]

8. The actions described clearly show how the college and career readiness standards and assessments will help improve outcomes for Students with Disabilities (SWD).
  - Strongly agree
  - Agree
  - Disagree
  - Strongly disagree
  - I'm not sure / don't know
  
9. What strategies/supports/resources could be provided to better address the needs of SWDs in the area of college/career standards and assessments?  
[OPEN RESPONSE]
  
10. How will transitioning to college and career readiness standards and assessments impact the preparation of Wisconsin's high school graduates for postsecondary education, workforce training, or immediate employment?
  - It will improve the preparation of all graduates
  - It will improve the preparation of some but not all graduates
  - It will have no impact on the preparation of graduates
  - It will weaken the preparation of graduates
  - I'm not sure / don't know
  
11. Principle 4 of the ESEA flexibility pertains to reducing duplication and burden on districts, in order to provide an environment in which schools and districts have the flexibility to focus on what's best for students.

**Please identify specific Wisconsin Statutes, Administrative Rules, or DPI requirements that could be modified or eliminated to reduce duplication and unnecessary burden in the area of college and career ready standards and assessments.** Ideas on how to reduce burdensome requirements and a rationale for the modification of state law and/or rule are welcome.

[OPEN RESPONSE]

**The following questions are in regard to the narrative of Principle 2:**

12. The narrative clearly explains how Wisconsin will develop a statewide system of support based on differentiated accountability.
  - a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know
  
13. The four priority areas (achievement, growth, closing gaps, and on-track/postsecondary readiness) will result in the proper identification of schools along a performance continuum.

Attachment 3C - Waiver Summary

- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know
14. The multiple measures included in the accountability index are meaningful indicators of college and career readiness.
- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know
15. Reporting an annual accountability score, based on the index described in Principle 2, will provide valuable information about school performance.
- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know
16. The accountability determinations [*Significantly Exceeding Expectation, Exceeding Expectations, Meeting Expectations, Not Meeting Expectations, Significantly Below Expectations, Persistently Failing to Meet Expectations*] are clear and appropriate ratings for a differentiated accountability system.
- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know
17. Do you have suggestions for different labels?  
[OPEN RESPONSE]
18. The supports and interventions described clearly show how a statewide system of support based on differentiated accountability will help improve outcomes for English Language Learners (ELLs).
- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure / don't know

19. What strategies/resources could better address the needs of ELLs in the area of supports and interventions?

[OPEN RESPONSE]

20. The supports and interventions described clearly show how a statewide system of support based on differentiated accountability will help improve outcomes for Students with Disabilities (SWD).

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. I'm not sure / don't know

21. What strategies/resources could better address the needs of SWD in the area of supports and interventions?

[OPEN RESPONSE]

In seeking a waiver of ESEA/NCLB requirements, Wisconsin must propose alternative approaches that are designed to increase the quality of instruction and improve academic achievement for all students, particularly in low performing schools and in schools with large achievement gaps.

22. What are some powerful incentives that can have the greatest impact on a school's performance? Please share 2 or 3 incentives.  
[OPEN RESPONSE]
23. What supports have the greatest impact in improving student learning in a short period of time? Please share 2 or 3 of the most critical/high leverage supports.  
[OPEN RESPONSE]
24. On a scale of 1 to 10 please rank the following interventions as to which you believe have the greatest impact on a school that is not performing well, with 1 being the most effective intervention.
- \_\_\_ Replacing administration at the school and/or district level
  - \_\_\_ Providing administrators more autonomy and decision-making authority
  - \_\_\_ Replacing least effective teachers
  - \_\_\_ Mandated professional development for teachers and administrators in those content areas that match the needs of the students
  - \_\_\_ Redesigning the school schedule (day, week or year) to include additional learning time for students
  - \_\_\_ Redesigning the school schedule (day, week or year) to include additional time for teacher collaboration
  - \_\_\_ Using data to inform instruction and continuous improvement
  - \_\_\_ Establishing a school environment that is safe and conducive to students' social, emotional and health needs
  - \_\_\_ Implement a system that ensures all students receive support while those at greatest risk receive the most intensive and customized interventions
  - \_\_\_ Provide ongoing opportunities for family and community involvement
- Other suggestions
25. Currently NCLB requires schools identified for improvement to provide Supplemental Education Services (SES). Do you agree or disagree with the proposed modifications to SES as outlined in Principle 2?
- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure/don't know
26. Principle 4 of the ESEA flexibility pertains to reducing duplication and burden on districts, in order to provide an environment in which schools and districts have the flexibility to focus on what's best for students.

**Please identify specific Wisconsin Statutes, Administrative Rules, or DPI requirements that could be modified or eliminated to reduce duplication and unnecessary burden in the statewide system of support.** Ideas on how to reduce burdensome requirements and a rationale for the modification of state law and/or rule are welcome.

[OPEN RESPONSE]

27. Wisconsin is advancing a number of reform initiatives aimed at college and career readiness for all students by increasing rigor and personalizing/differentiating learning. What are some ways we can increase rigor and personalize learning? Please share 2 or 3 suggestions.

[OPEN RESPONSE]

**The following questions are in regard to the narrative of Principle 3:**

28. The narrative clearly explains how Wisconsin will implement the Educator Effectiveness (EE) system for teachers and principals.
- Strongly agree
  - Agree
  - Disagree
  - Strongly disagree
  - I'm not sure / don't know
29. The narrative clearly describes a focused plan toward improving educator practice.
- a. Strongly agree
  - b. Agree
  - c. Disagree
  - d. Strongly disagree
  - e. I'm not sure/don't know

30. The actions described clearly show how the EE system will help improve outcomes for English Language Learners (ELLs).

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I'm not sure / don't know

31. What strategies/supports/resources could be included in the EE system to better address the needs of ELLs?

[OPEN RESPONSE]

32. The actions described clearly show how the EE system will help improve outcomes for Students with Disabilities (SWD).

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I'm not sure / don't know

2. What strategies/supports/resources could be included in the EE system to better address the needs of SWDs?

[OPEN RESPONSE]

33. Principle 4 of the ESEA flexibility pertains to reducing duplication and burden on districts, in order to provide an environment in which schools and districts have the flexibility to focus on what's best for students.

**Please identify specific Wisconsin Statutes, Administrative Rules, or DPI requirements that could be modified or eliminated to reduce duplication and unnecessary burden in the educator effectiveness system.** Ideas on how to reduce burdensome requirements and a rationale for the modification of state law and/or rule are welcome.

[OPEN RESPONSE]

34. What other comments or suggestions do you have?

[OPEN RESPONSE]

Thank you for taking the time to share your input!

## ConnectED

### 1. NCLB Waiver Drafted – DPI Seeking Comments

The Department of Public Instruction has posted its [draft waiver request](#) for flexibility related to several provisions of the federal [Elementary and Secondary Education Act](#) (also known as No Child Left Behind, NCLB). The agency invites public comment through a [survey](#), until February 6. After this two-week comment period, the agency will revise the waiver request and submit it to the U.S. Department of Education (USDE) by February 21.

“Wisconsin’s waiver request brings together a number of initiatives that have been in the works for some time. We are seeking public input on our draft waiver plan now so we can refine our reform efforts and ensure Wisconsin’s public education system is responsive to our citizens,” [said](#) State Superintendent Tony Evers.

The waiver request addresses, as required by the USDE, how Wisconsin would use flexibility from NCLB to address four principles:

- Transitioning to College and Career-Ready Standards and Assessments for All Students
- Differentiated Recognition, Accountability, and Support
- Support for Effective Instruction and Leadership
- Reduce Duplication and Unnecessary Burden

A DPI [news release](#) summarizes the proposals in each area.

The draft request, news release, public notice, and survey are available from the [DPI newsroom](#).

*Senate*  
**INFORMATIONAL HEARING**  
**Committee on Education**

---

The committee will hold an informational hearing on the following items at the time specified below:

Thursday, February 2, 2012  
10:00 AM  
412 East

*This will be a joint hearing with the Assembly Education Committee.*

**Wisconsin ESEA Waiver Proposal**

*1/19/2012: The meeting time was changed from 1/25/2012 9:30 AM to 2/2/2012 10:00 AM. The top notes were changed. The bottom notes were removed.*  
*1/25/2012: The top notes were changed.*

---

Senator Luther Olsen  
Chair

*Assembly*  
**INFORMATIONAL HEARING**  
**Committee on Education**

---

The committee will hold an informational hearing on the following items at the time specified below:

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10:00 AM  
412 East

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**Wisconsin ESEA Waiver Proposal**

*1/19/2012: The meeting time was changed from 1/25/2012 9:30 AM to 2/2/2012 10:00 AM. The top notes were changed. The bottom notes were removed.*  
*1/25/2012: The top notes were changed.*

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Representative Steve Kestell  
Chair

# ESEA Waiver Request Stakeholder Engagement

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## Media Outreach

[Press Release](#) 1/23/12

[Tony's editorial](#) 1/25/12

[ConnectEd](#) 1/25/12

[Press Release](#) 2/22/12

[Press Release](#) 6/29/12

DPI homepage 1/23/12 <http://dpi.wi.gov/> (See link to Accountability Reform)

DPI's ESEA webpage <http://www.dpi.wi.gov/esea/>

## Informed draft waiver posted for comment (e-mailed directly)

([cover letter](#), [summary](#), [draft waiver request](#), and [survey](#)):

ESEA listserv (sent 1/23/12), which includes:

- ESEA Coordinators
- District Administrators
- CESA Administrators
- 2R Charter Schools and Authorizers
- Miscellaneous school individuals requesting to receive ESEA info

Education-Related Organizations:

- WI-AFT
- AWSA
- WASB
- WASDA
- WEAC
- WASCD
- WCASS
- WASBO

Institutions of Higher Education:

- UW-Madison School of Education
- WTCS
- WAICU
- UWSA
- WI Council of Religious and Independent Schools

School and District Accountability Design Team (sent 1/24/12)

Title III / Bilingual-Bicultural (sent 1/24/12)

State Superintendent's Parent Advisory Committee

Directors of Special Education and Special Ed Council (Special Ed listserv and a meeting with WCASS Executive Board week of 1/30/12)

Regional Service Network Directors for Special Ed (CESAs)

Title I COP

DPI Cabinet

### **Meetings**

Senator Luther Olsen  
Representative Steve Kestell  
3 other legislators' staff  
Staff of the Governor  
School Administrators Alliance  
Milwaukee Public Schools  
Disability Rights Wisconsin  
Board for People with Developmental Disabilities  
QEC  
Wisconsin Education Association Council  
WI-AFT  
Wisconsin Association of School Boards  
Collaborative Council  
  
Wisconsin RTI Center

### **Webinars**

Title I Committee of Practitioners  
CESA Title I Network

### **Conference Calls**

CESA 12 Professional Advisory Council (all district administrators)

### **Evidence of other support/consultation**

WEAC press release 1/23/12

## **Waiver Update Meetings with Stakeholders**

### **5/30/12:**

Sarah Archibald  
Michael Brickman  
Kim Liedl  
Chris Kulow

### **6/5/12:**

John Ashley  
Mary Bell  
John Forester

### **6/12/12:**

Accountability train-the-trainer session  
CESA staff  
Staff from five largest districts invited  
DPI staff

### **6/14/12:**

John Ashley  
Mary Bell  
John Forester  
Bryan Kennedy  
Jim Lynch  
Joe Quick  
Dan Rossmiller  
Miles Turner

Sarah Archibald  
Michael Brickman  
Kim Liedl

## News Release

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Education Information Services ■ 125 South Webster Street ■ P.O. Box 7841 ■ Madison, WI 53707-7841 ■ (608) 266-3559

FOR IMMEDIATE RELEASE

Wednesday, June 2, 2010

Contact: Patrick Gasper, DPI Communications Officer, (608) 266-3559

DPI-NR 2010-75 B

### Wisconsin adopts Common Core State Standards

MADISON — State Superintendent Tony Evers formally adopted the newly released Common Core State Standards for English language arts and mathematics today for Wisconsin.

“Wisconsin is ready to make the Common Core State Standards its academic standards for curriculum, instruction, and assessment,” Evers said. “These standards are aligned with college and career expectations, will ensure academic consistency throughout the state and across other states that adopt them, and have been benchmarked against international standards from high-performing countries.”

Evers exercised his authority under Article X of the Wisconsin Constitution to adopt the standards. Adoption by the state superintendent is referenced in the state’s Race to the Top application which was sent to the U.S. Department of Education on Tuesday.

The standards for English language arts and mathematics, which became public today (June 2), define the knowledge and skills students should have during their elementary and secondary school education so they are prepared to compete and succeed in the global economy. Wisconsin is a partner state in the Common Core State Standards Initiative and has had on-going involvement in shaping the standards as they were developed, reviewing them, and providing feedback to the project writers.

The process to implement the Common Core State Standards so they improve student achievement requires understanding the content of the standards, developing curriculum that reflects the standards, and then providing resources for teachers to develop lesson plans to teach those standards. The Department of Public Instruction will partner with school districts, universities, and education organizations to provide curriculum models and on-line resources to transition to the Common Core State Standards. Additionally, Wisconsin will work with the SMARTER/Balanced Assessment Consortium to develop high-quality, common assessments that are connected to classroom instruction.

“These English language arts and mathematics standards will serve as a solid foundation to ensure every child is a graduate ready for the workforce or postsecondary studies,” Evers said. “Higher student achievement is

(more)

driven by rigorous standards, high-quality curriculum, and assessments that provide meaningful feedback to improve instruction.”

Wisconsin was an early state in recognizing the need for standards that prepared students for workforce and college expectations. In spring of 2007, business leaders shared their expectations for students who would be graduating in five to 10 years. The state then worked with Achieve’s American Diploma Project and with the Partnership for 21st Century Skills to revise its standards for English language arts and mathematics. Once the Common Core State Standards Initiative was announced, Wisconsin expanded its focus to work with participating states and territories, the National Governors Association Center for Best Practices, and the Council of Chief State School Officers to develop the Common Core State Standards.

###

**NOTE:** This news release is available electronically at [http://dpi.wi.gov/eis/pdf/dpinr2010\\_75.pdf](http://dpi.wi.gov/eis/pdf/dpinr2010_75.pdf). Additional information about the Common Core State Standards Initiative is available at <http://www.corestandards.org>.



Tony Evers, PhD, State Superintendent

1 June 2010

Carol Whang  
c/o WestEd  
730 Harrison Street  
San Francisco CA. 94107

Dear Ms. Whang:

Enclosed please find a signed original of the State of Wisconsin's Memorandum of Understanding for the SMARTER Balanced Assessment Consortium Race to the Top Fund Assessment Program: Comprehensive Assessment Systems Grant Application (CFDA Number: 85.395B).

Also enclosed are original Letters of Intent for Institutes of Higher Education from the University of Wisconsin System and the Wisconsin Technical College System which together served 56,000 Direct Matriculation Students in 2008-2009. In addition we have included a letter of support from the Wisconsin Association of Independent Colleges and Universities which represents 20 independent colleges and universities in Wisconsin.

Please contact me with any questions.

Yours,

  
Lynette Russell, Ph. D.  
Director  
Office of Educational Accountability  
(608) 267-1072



**Office of the President**

1720 Van Hise Hall  
1220 Linden Drive  
Madison, Wisconsin 53706-1559  
(608) 262-2321  
(608) 262-3985 Fax  
email: kreilly@uwsa.edu  
website: <http://www.wisconsin.edu>

June 1, 2010

To: Tony Evers, State Superintendent of Public Instruction  
SMARTER Balanced Assessment Consortium

From: Kevin P. Reilly, President [REDACTED]

Subject: Race to the Top Comprehensive Assessment Systems Grant Application

I am pleased to inform you that the University of Wisconsin System will participate in the SMARTER Balanced Assessment Consortium. Attached is the signed Letter of Intent for Institutes of Higher Education. The University of Wisconsin System looks forward to working with K-12 and higher education partners from the participating states in developing assessments that measure student achievement against standards designed to ensure that all students gain the knowledge and skills needed to succeed in college and the workplace. This is certainly a goal that will benefit institutes of higher education and secondary education, but even more importantly, our students.

Our overall goal is to prepare high school students for college level coursework, and reduce the need for remediation. It is our hope that the summative assessments will encourage curriculum development that will better prepare students to be successful in college and the workplace. It is important to note that while the University of Wisconsin System is committed to the development of a new high school summative assessment tool, it is critical that this assessment tool be used along with placement tests and other measures to place students in courses where they can be successful. The University of Wisconsin System looks forward to being at the table in the development of assessments that allow us to achieve these goals.

I want to compliment both the Wisconsin Department of Public Instruction and the SMARTER Balanced Assessment Consortium for your leadership in this Grant Application. The University of Wisconsin System looks forward to being an active partner in this important endeavor.

SMARTER Balanced Assessment Consortium IHE Letter of Intent

**Letter of Intent for Institutes of Higher Education**

**SMARTER Balanced Assessment Consortium**

**Race to the Top Fund Assessment Program: Comprehensive Assessment  
Systems Grant Application**

CFDA Number: 84.395B

The purpose of this Letter of Intent is to

- (a) Detail the responsibilities of the IHE or IHE system,
- (b) Identify the total number of direct matriculation students in the partner IHE or IHE system in the 2008–2009 school year, and
- (c) Commit the State’s higher education executive officer (if the State has one) and the president or head of each participating IHE or IHE system through signature blocks.

**(a) Detail the responsibilities of the IHE or IHE system**

Each IHE or IHE system commits to the following agreements:

1. Participation with the Consortium in the design and development of the Consortium’s final high school summative assessments in mathematics and English language arts in order to ensure that the assessments measure college readiness; and
2. Implementation of policies, once the final high school summative assessments are implemented that exempt from remedial courses and place into credit-bearing college courses any student who meets the Consortium-adopted achievement standard (as defined in the NIA) for each assessment and any other placement requirement established by the IHE or IHE system.

SMARTER Balanced Assessment Consortium IHE Letter of Intent

**(b) Total Number of Direct Matriculation Students (as defined in the NIA) in the Partner IHE or IHE system in the 2008–2009 School Year**

Note: NIA defines direct matriculation student as a student who entered college as a freshman within two years of graduating from high school

State	Name of Participating IHEs	Number of Direct Matriculation Students in IHE in 2008-2009	Total Direct Matriculation Students in State in 2008-2009
Wisconsin	University of Wisconsin System	24,000	

SMARTER Balanced Assessment Consortium IHE Letter of Intent

**(c) Partner IHE or IHE System Signature Blocks**

IHE or IHE system SIGNATURE BLOCK for Race to the Top Fund Assessment Program Comprehensive Assessment Systems Grant Application.

Each IHE or IHE system commits to the following agreements:

- (a) Participation with the Consortium in the design and development of the Consortium's final high school summative assessments in mathematics and English language arts in order to ensure that the assessments measure college readiness; and
- (b) Implementation of policies, once the final high school summative assessments are implemented, that exempt from remedial courses and place into credit-bearing college courses any student who meets the Consortium-adopted achievement standard (as defined in the NIA) for each assessment and any other placement requirement established by the IHE or IHE system.

State Name:

Wisconsin

State's higher education executive officer, if State has one (Printed Name):

*Kevin P. Reilly*

Telephone:



Signature State's higher education executive officer, if State has one:



Date:

*6/1/10*

President or head of each participating IHE or IHE system, (Printed Name): Kevin P. Reilly

Telephone:



Signature of president or head of each participating IHE or IHE system:



Date:

*6/1/10*



June 3, 2010

Tony Evers  
State Superintendent  
Department of Public Instruction  
PO Box 7841  
Madison, WI 53707-7841

Dear Superintendent Evers:

The Wisconsin Technical College System welcomes the opportunity to collaborate with other educational partners across the state and the nation as part of the SMARTER Balanced Assessment Consortium. Attached is the signed Letter of Intent representing WTCS support.

A common goal at both the secondary and postsecondary level in Wisconsin is to prepare students for the 21st century. Ensuring that students are able to enter college without remediation will maximize student success not only in their pursuit of a postsecondary credential but also in the workplace. In a time of tight resources and a rapidly changing global economy, Wisconsin needs a workforce that is highly-skilled and adaptable and strong educational partnerships are critical to putting our economy back on track.

To that end, the WTCS looks forward to participating in the design and development of high school summative assessments in mathematics and English language arts which support college and career-ready preparedness across the K-12 and postsecondary institutions. We are hopeful that this tool, when used in concert with placement tests and other assessment strategies, will complement and further the work of the 16 technical colleges as they seek to meet the needs of the citizens of Wisconsin.

Thank you again for this opportunity to work and learn with other states as we develop assessments that support student attainment of the knowledge and skills necessary for Wisconsin students to compete in the global economy.

Sincerely,



Dan Clancy  
President

Attachment

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Daniel Clancy, President

4622 University Avenue PO Box 7874 Madison, Wisconsin 53707-7874 608.266.1207

TTY: 608.267.2483 Fax: 608.266.1690

[www.wtcsystem.edu](http://www.wtcsystem.edu) [www.witechcolleges.org](http://www.witechcolleges.org)

SMARTER Balanced Assessment Consortium IHE Letter of Intent

**Letter of Intent for Institutes of Higher Education**

**SMARTER Balanced Assessment Consortium**

**Race to the Top Fund Assessment Program: Comprehensive Assessment  
Systems Grant Application**

CFDA Number: 84.395B

The purpose of this Letter of Intent is to

- (a) Detail the responsibilities of the IHE or IHE system,
- (b) Identify the total number of direct matriculation students in the partner IHE or IHE system in the 2008–2009 school year, and
- (c) Commit the State’s higher education executive officer (if the State has one) and the president or head of each participating IHE or IHE system through signature blocks.

**(a) Detail the responsibilities of the IHE or IHE system**

Each IHE or IHE system commits to the following agreements:

1. Participation with the Consortium in the design and development of the Consortium’s final high school summative assessments in mathematics and English language arts in order to ensure that the assessments measure college readiness; and
2. Implementation of policies, once the final high school summative assessments are implemented that exempt from remedial courses and place into credit-bearing college courses any student who meets the Consortium-adopted achievement standard (as defined in the NIA) for each assessment and any other placement requirement established by the IHE or IHE system.

SMARTER Balanced Assessment Consortium IHE Letter of Intent

**(b) Total Number of Direct Matriculation Students (as defined in the NIA) in the Partner IHE or IHE system in the 2008–2009 School Year**

Note: NIA defines direct matriculation student as a student who entered college as a freshman within two years of graduating from high school

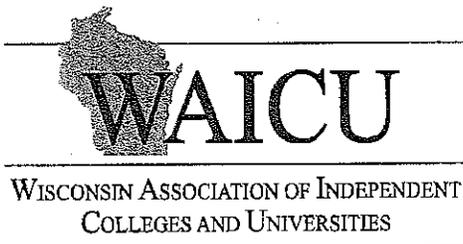
State	Name of Participating IHEs	Number of Direct Matriculation Students in IHE in 2008-2009	Total Direct Matriculation Students in State in 2008-2009
Wisconsin	Wisconsin Technical College System	32,000	

SMARTER Balanced Assessment Consortium IHE Letter of Intent

**(c) Partner IHE or IHE System Signature Blocks**

<p>IHE or IHE system SIGNATURE BLOCK for Race to the Top Fund Assessment Program Comprehensive Assessment Systems Grant Application.</p> <p>Each IHE or IHE system commits to the following agreements:</p> <p>(a) Participation with the Consortium in the design and development of the Consortium's final high school summative assessments in mathematics and English language arts in order to ensure that the assessments measure college readiness; and</p> <p>(b) Implementation of policies, once the final high school summative assessments are implemented, that exempt from remedial courses and place into credit-bearing college courses any student who meets the Consortium-adopted achievement standard (as defined in the NIA) for each assessment and any other placement requirement established by the IHE or IHE system.</p>	
<p>State Name: Wisconsin</p>	
<p>State's higher education executive officer, if State has one (Printed Name):</p> <p>Daniel Clancy</p>	<p>Telephone:</p> <p>[REDACTED]</p>
<p>Signature State's higher education executive officer, if State has one:</p> <p>[REDACTED]</p>	<p>Date:</p> <p>6/3/10</p>
<p>President or head of each participating IHE or IHE system, (Printed Name):</p> <p>Daniel Clancy</p>	<p>Telephone:</p> <p>[REDACTED]</p>
<p>Signature of president or head of each participating IHE or IHE system:</p> <p>[REDACTED]</p>	<p>Date:</p> <p>6/3/10</p>

ALVERNO COLLEGE  
BELOIT COLLEGE  
CARDINAL STRITCH UNIVERSITY  
CARROLL UNIVERSITY  
CARTHAGE COLLEGE  
CONCORDIA UNIVERSITY  
EDGEWOOD COLLEGE  
LAKELAND COLLEGE  
LAWRENCE UNIVERSITY  
MARIAN UNIVERSITY



MARQUETTE UNIVERSITY  
MILWAUKEE INSTITUTE OF ART & DESIGN  
MILWAUKEE SCHOOL OF ENGINEERING  
MOUNT MARY COLLEGE  
NORTHLAND COLLEGE  
RIPON COLLEGE  
ST. NORBERT COLLEGE  
SILVER LAKE COLLEGE  
VITERBO UNIVERSITY  
WISCONSIN LUTHERAN COLLEGE

May 27, 2010

Dr. Tony Evers, State Superintendent  
Department of Public Instruction  
125 S. Webster Street  
P O Box 7841  
Madison, WI 53707-7841

Dear Dr. Evers,

The Wisconsin Association of Independent Colleges and Universities (WAICU) has always been committed to the highest possible educational standards and assessment systems in support of elementary and secondary student achievement and college readiness. WAICU will be "at the table" as an active voluntary participant in future collaborative efforts with our partners at the Department of Public Instruction, the University of Wisconsin System, and the Wisconsin Technical College System.

We strongly support the development of new assessment systems and the continuous improvement of existing systems that measure student knowledge and skills against college- and career-ready standards in mathematics and English language arts. Faculty from WAICU-member colleges and universities and staff from the WAICU office have served on myriad task forces, boards, and committees and devoted countless hours to establishing meaningful comprehensive educational standards. For example, WAICU was a full partner in developing the "PI-34" regulations for teacher education. To cite another example, math professors from WAICU-member institutions currently serve on a tri-sector task force (representing the University of Wisconsin, the Wisconsin Technical College System, and WAICU) convened by the Department of Public Instruction that seeks to establish a common standard for the knowledge and skills required to be ready for credit-bearing math courses at the postsecondary level.

WAICU commits to work closely with the Wisconsin Department of Public Instruction, our higher education counterparts in the state, and the SMARTER Balanced Assessment Consortium in the design and development of high school summative assessments in mathematics and English Language arts for the purpose of measuring college readiness.

As the president of WAICU, I co-chair the Wisconsin PK-16 Leadership Council with the State Superintendent of Public Instruction, the president of the University of Wisconsin System, and the president of the Wisconsin Technical College System. The watchword of the Council has been "seamlessness," and a major emphasis has been improving transitions between secondary and postsecondary education. WAICU's history of collaboration and collegiality speaks to our willingness to work together on new opportunities and challenges.

Please call on me if I can help in any way.

Sincerely,

Rolf Wegenke, Ph.D.  
President

122 W. Washington Avenue, Suite 700  
Madison, WI 53703-2723  
www.waicu.org

ROLF WEGENKE, Ph.D.  
President

Telephone 608.256.7761  
FAX 608.256.7065  
mail@waicu.org

**Memorandum of Understanding**  
**SMARTER Balanced Assessment Consortium**  
**Race to the Top Fund Assessment Program: Comprehensive Assessment**  
**Systems Grant Application**  
CFDA Number: 84.395B

This Memorandum of Understanding ("MOU") is entered as of **June 1, 2010**, by and between the **SMARTER Balanced Assessment Consortium** (the "Consortium") and the **State of Wisconsin**, which has elected to participate in the Consortium as (check one)

An **Advisory State** (description in section e),

**OR**

A **Governing State** (description in section e),

pursuant to the Notice Inviting Applications for the Race to the Top Fund Assessment Program for the Comprehensive Assessment Systems Grant Application (Category A), henceforth referred to as the "Program," as published in the Federal Register on April 9, 2010 (75 FR 18171-18185).

The purpose of this MOU is to

- (a) Describe the Consortium vision and principles,
- (b) Detail the responsibilities of States in the Consortium,
- (c) Detail the responsibilities of the Consortium,
- (d) Describe the management of Consortium funds,
- (e) Describe the governance structure and activities of States in the Consortium,
- (f) Describe State entrance, exit, and status change,
- (g) Describe a plan for identifying existing State barriers, and
- (h) Bind each State in the Consortium to every statement and assurance made in the application through the following signature blocks:

(i)(A) Advisory State Assurance

**OR**

(i)(B) Governing State Assurance

**AND**

(ii) State Procurement Officer

## SMARTER Balanced Assessment Consortium MOU

**(a) Consortium Vision and Principles**

The Consortium's priorities for a new generation assessment system are rooted in a concern for the valid, reliable, and fair assessment of the deep disciplinary understanding and higher-order thinking skills that are increasingly demanded by a knowledge-based economy. These priorities are also rooted in a belief that assessment must support ongoing improvements in instruction and learning, and must be useful for all members of the educational enterprise: students, parents, teachers, school administrators, members of the public, and policymakers.

The Consortium intends to build a flexible system of assessment based upon the Common Core Standards in English language arts and mathematics with the intent that all students across this Consortium of States will know their progress toward college and career readiness.

The Consortium recognizes the need for a system of formative, interim, and summative assessments—organized around the Common Core Standards—that support high-quality learning, the demands of accountability, and that balance concerns for innovative assessment with the need for a fiscally sustainable system that is feasible to implement. The efforts of the Consortium will be organized to accomplish these goals.

The comprehensive assessment system developed by the Consortium will include the following key elements and principles:

1. A Comprehensive Assessment System that will be grounded in a thoughtfully integrated learning system of standards, curriculum, assessment, instruction and teacher development that will inform decision-making by including formative strategies, interim assessments, and summative assessments.
2. The assessment system will measure the full range of the Common Core Standards including those that measure higher-order skills and will inform progress toward and acquisition of readiness for higher education and multiple work domains. The system will emphasize deep knowledge of core concepts within and across the disciplines, problem solving, analysis, synthesis, and critical thinking.
3. Teachers will be involved in the design, development, and scoring of assessment items and tasks. Teachers will participate in the alignment of the Common Core Standards and the identification of the standards in the local curriculum.
4. Technology will be used to enable adaptive technologies to better measure student abilities across the full spectrum of student performance and evaluate growth in learning; to support online simulation tasks that test higher-order abilities; to score the results; and to deliver the responses to trained scorers/teachers to access from an

## SMARTER Balanced Assessment Consortium MOU

electronic platform. Technology applications will be designed to maximize interoperability across user platforms, and will utilize open-source development to the greatest extent possible.

5. A sophisticated design will yield scores to support evaluations of student growth, as well as school, teacher, and principal effectiveness in an efficient manner.
6. On-demand and curriculum-embedded assessments will be incorporated over time to allow teachers to see where students are on multiple dimensions of learning and to strategically support their progress.
7. All components of the system will incorporate principles of Universal Design that seek to remove construct-irrelevant aspects of tasks that could increase barriers for non-native English speakers and students with other specific learning needs.
8. Optional components will allow States flexibility to meet their individual needs.

### **(b) Responsibilities of States in the Consortium**

Each State agrees to the following element of the Consortium's Assessment System:

- Adopt the Common Core Standards, which are college- and career-ready standards, and to which the Consortium's assessment system will be aligned, no later than December 31, 2011.

Each State that is a member of the Consortium in 2014–2015 also agrees to the following:

- Adopt common achievement standards no later than the 2014–2015 school year,
- Fully implement statewide the Consortium summative assessment in grades 3-8 and high school for both mathematics and English language arts no later than the 2014–2015 school year,
- Adhere to the governance as outlined in this document,
- Agree to support the decisions of the Consortium,
- Agree to follow agreed-upon timelines,
- Be willing to participate in the decision-making process and, if a Governing State, final decision, and
- Identify and implement a plan to address barriers in State law, statute, regulation, or policy to implementing the proposed assessment system and to addressing any such barriers prior to full implementation of the summative assessment components of the system.

SMARTER Balanced Assessment Consortium MOU

**(c) Responsibilities of the Consortium**

The Consortium will provide the following by the 2014-15 school year:

1. A comprehensively designed assessment system that includes a strategic use of a variety of item types and performance assessments of modest scope to assess the full range of the Common Core Standards with an emphasis on problem solving, analysis, synthesis, and critical thinking.
2. An assessment system that incorporates a required summative assessment with optional formative/benchmark components which provides accurate assessment of all students (as defined in the Federal notice) including students with disabilities, English learners, and low- and high-performing students.
3. Except as described above, a summative assessment that will be administered as a computer adaptive assessment and include a minimum of 1–2 performance assessments of modest scope.
4. Psychometrically sound scaling and equating procedures based on a combination of objectively scored items, constructed-response items, and a modest number of performance tasks of limited scope (e.g., no more than a few days to complete).
5. Reliable, valid, and fair scores for students and groups that can be used to evaluate student achievement and year-to-year growth; determine school/district/state effectiveness for Title I ESEA; and better understand the effectiveness and professional development needs of teachers and principals.
6. Achievement standards and achievement level descriptors that are internationally benchmarked.
7. Access for the State or its authorized delegate to a secure item and task bank that includes psychometric attributes required to score the assessment in a comparable manner with other State members, and access to other applications determined to be essential to the implementation of the system.
8. Online administration with limited support for paper-and-pencil administration through the end of the 2016–17 school year. States using the paper-and-pencil option will be responsible for any unique costs associated with the development and administration of the paper-and-pencil assessments.

## SMARTER Balanced Assessment Consortium MOU

9. Formative assessment tools and supports that are developed to support curricular goals, which include learning progressions, and that link evidence of student competencies to the summative system.
10. Professional development focused on curriculum and lesson development as well as scoring and examination of student work.
11. A representative governance structure that ensures a strong voice for State administrators, policymakers, school practitioners, and technical advisors to ensure an optimum balance of assessment quality, efficiency, costs, and time. The governance body will be responsible for implementing plans that are consistent with this MOU, but may make changes as necessary through a formal adoption process.
12. Through at least the 2013–14 school year, a Project Management Partner (PMP) that will manage the logistics and planning on behalf of the Consortium and that will monitor for the U.S. Department of Education the progress of deliverables of the proposal. The proposed PMP will be identified no later than August 4, 2010.
13. By September 1, 2014, a financial plan will be approved by the Governing States that will ensure the Consortium is efficient, effective, and sustainable. The plan will include as revenue at a minimum, State contributions, federal grants, and private donations and fees to non-State members as allowable by the U.S. Department of Education.
14. A consolidated data reporting system that enhances parent, student, teacher, principal, district, and State understanding of student progress toward college- and career-readiness.
15. Throughout the 2013–14 school year, access to an online test administration application, student constructed-response scoring application and secure test administration browsers that can be used by the Total State Membership to administer the assessment. The Consortium will procure resources necessary to develop and field test the system. However, States will be responsible for any hardware and vendor services necessary to implement the operational assessment. Based on a review of options and the finance plan, the Consortium may elect to jointly procure these services on behalf of the Total State Membership.

## SMARTER Balanced Assessment Consortium MOU

**(d) Management of Consortium Funds**

All financial activities will be governed by the laws and rules of the State of Washington, acting in the role of Lead Procurement State/Lead State, and in accordance with 34 CFR 80.36. Additionally, Washington is prepared to follow the guidelines for grant management associated with the American Recovery and Reinvestment Act (ARRA), and will be legally responsible for the use of grant funds and for ensuring that the project is carried out by the Consortium in accordance with Federal requirements. Washington has already established an ARRA Quarterly reporting system (also referred to as *1512 Reporting*).

Per Washington statute, the basis of how funding management actually transpires is dictated by the method of grant dollar allocation, whether upfront distribution or pay-out linked to actual reimbursables. Washington functions under the latter format, generating claims against grant funds based on qualifying reimbursables submitted on behalf of staff or clients, physical purchases, or contracted services. Washington's role as Lead Procurement State/Lead State for the Consortium is not viewed any differently, as monetary exchanges will be executed against appropriate and qualifying reimbursables aligned to expenditure arrangements (i.e., contracts) made with vendors or contractors operating under "personal service contracts," whether individuals, private companies, government agencies, or educational institutions.

Washington, like most States, is audited regularly by the federal government for the accountability of federal grant funds, and has for the past five years been without an audit finding. Even with the additional potential for review and scrutiny associated with ARRA funding, Washington has its fiscal monitoring and control systems in place to manage the Consortium needs.

- As part of a comprehensive system of fiscal management, Washington's accounting practices are stipulated in the State Administrative and Accounting Manual (SAAM) managed by the State's Office of Financial Management. The SAAM provides details and administrative procedures required of all Washington State agencies for the procurement of goods and services. As such, the State's educational agency is required to follow the SAAM; actions taken to manage the fiscal activities of the Consortium will, likewise, adhere to policies and procedures outlined in the SAAM.
- For information on the associated contracting rules that Washington will adhere to while serving as fiscal agent on behalf of the Consortium, refer to the Revised Code of Washington (RCW) 39.29 "Personal Service Contracts." Regulations and policies authorized by this RCW are established by the State's Office of Financial Management, and can be found in the SAAM.

### **(e) Governance Structure and Activities of States in the Consortium**

As shown in the SMARTER Balanced Assessment Consortium governance structure, the Total State Membership of the Consortium includes Governing and Advisory States, with Washington serving in the role of Lead Procurement State/Lead State on behalf of the Consortium.

A **Governing State** is a State that:

- Has fully committed to this Consortium only and met the qualifications specified in this document,
- Is a member of only one Consortium applying for a grant in the Program,
- Has an active role in policy decision-making for the Consortium,
- Provides a representative to serve on the Steering Committee,
- Provides a representative(s) to serve on one or more Work Groups,
- Approves the Steering Committee Members and the Executive Committee Members,
- Participates in the final decision-making of the following:
  - Changes in Governance and other official documents,
  - Specific Design elements, and
  - Other issues that may arise.

An **Advisory State** is a State that:

- Has not fully committed to any Consortium but supports the work of this Consortium,
- Participates in all Consortium activities but does not have a vote unless the Steering Committee deems it beneficial to gather input on decisions or chooses to have the Total Membership vote on an issue,
- May contribute to policy, logistical, and implementation discussions that are necessary to fully operationalize the SMARTER Balanced Assessment System, and
- Is encouraged to participate in the Work Groups.

#### **Organizational Structure**

##### **Steering Committee**

The Steering Committee is comprised of one representative from each Governing State in the Consortium. Committee members may be a chief or his/her designee. Steering Committee Members must meet the following criteria:

- Be from a Governing State,
- Have prior experience in either the design or implementation of curriculum and/or assessment systems at the policy or implementation level, and
- Must have willingness to serve as the liaison between the Total State Membership and Working Groups.

##### **Steering Committee Responsibilities**

- Determine the broad picture of what the assessment system will look like,

SMARTER Balanced Assessment Consortium MOU

- Receive regular reports from the Project Management Partner, the Policy Coordinator, and the Content Advisor,
- Determine the issues to be presented to the Governing and/or Advisory States,
- Oversee the expenditure of funds in collaboration with the Lead Procurement State/Lead State,
- Operationalize the plan to transition from the proposal governance to implementation governance, and
- Evaluate and recommend successful contract proposals for approval by the Lead Procurement State/Lead State.

**Executive Committee**

- The Executive Committee is made up of the Co-Chairs of the Executive Committee, a representative from the Lead Procurement State/Lead State, a representative from higher education and one representative each from four Governing States. The four Governing State representatives will be selected by the Steering Committee. The Higher Education representative will be selected by the Higher Education Advisory Group, as defined in the Consortium Governance document.
- For the first year, the Steering Committee will vote on four representatives, one each from four Governing States. The two representatives with the most votes will serve for three years and the two representatives with the second highest votes will serve for two years. This process will allow for the rotation of two new representatives each year. If an individual is unable to complete the full term of office, then the above process will occur to choose an individual to serve for the remainder of the term of office.

**Executive Committee Responsibilities**

- Oversee development of SMARTER Balanced Comprehensive Assessment System,
- Provide oversight of the Project Management Partner,
- Provide oversight of the Policy Coordinator,
- Provide oversight of the Lead Procurement State/Lead State,
- Work with project staff to develop agendas,
- Resolve issues,
- Determine what issues/decisions are presented to the Steering Committee, Advisory and/or Governing States for decisions/votes,
- Oversee the expenditure of funds, in collaboration with the Lead Procurement State/Lead State, and
- Receive and act on special and regular reports from the Project Management Partner, the Policy Coordinator, the Content Advisor, and the Lead Procurement State/Lead State.

### **Executive Committee Co-Chairs**

- Two Co-chairs will be selected from the Steering Committee States. The two Co-chairs must be from two different states. Co-chairs will work closely with the Project Management Partner. Steering Committee members wishing to serve as Executive Committee Co-chairs will submit in writing to the Project Management Partner their willingness to serve. They will need to provide a document signed by their State Chief indicating State support for this role. The Project Management Partner will then prepare a ballot of interested individuals. Each Steering Committee member will vote on the two individuals they wish to serve as Co-chair. The individual with the most votes will serve as the new Co-chair.
- Each Co-chair will serve for two years on a rotating basis. For the first year, the Steering committee will vote on two individuals and the one individual with the most votes will serve a three-year term and the individual with the second highest number of votes will serve a two-year term.
- If an individual is unable to complete the full term of office, then the above process will occur to choose an individual to serve for the remainder of the term of office.

### **Executive Committee Co-Chair Responsibilities**

- Set the Steering Committee agendas,
- Set the Executive Committee agenda,
- Lead the Executive Committee meetings,
- Lead the Steering Committee meetings,
- Oversee the work of the Executive Committee,
- Oversee the work of the Steering Committee,
- Coordinate with the Project Management Partner,
- Coordinate with Content Advisor,
- Coordinate with Policy coordinator,
- Coordinate with the Technical Advisory Committee (TAC), and
- Coordinate with Executive Committee to provide oversight to the Consortium.

### **Decision-making**

Consensus will be the goal of all decisions. Major decisions that do not reach consensus will go to a simple majority vote. The Steering Committee will determine what issues will be referred to the Total State Membership. Each member of each group (Advisory/Governing States, Steering Committee, Executive Committee) will have one vote when votes are conducted within each group. If there is only a one to three vote difference, the issue will be re-examined to seek greater consensus. The Steering Committee will be responsible for preparing additional information as to the pros and cons of the issue to assist voting States in developing consensus and reaching a final decision. The Steering Committee may delegate this responsibility to the Executive Committee. The Executive Committee will decide which decisions or issues are votes to

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be taken to the Steering Committee. The Steering Committee makes the decision to take issues to the full Membership for a vote.

The Steering Committee and the Governance/Finance work group will collaborate with each Work Group to determine the hierarchy of the decision-making by each group in the organizational structure.

**Work Groups**

The Work Groups are comprised of chiefs, assessment directors, assessment staff, curriculum specialists, professional development specialists, technical advisors and other specialists as needed from States. Participation on a workgroup will require varying amounts of time depending on the task. Individuals interested in participating on a Work Group should submit their request in writing to the Project Management Partner indicating their preferred subgroup. All Governing States are asked to commit to one or more Work Groups based on skills, expertise, and interest within the State to maximize contributions and distribute expertise and responsibilities efficiently and effectively. The Consortium has established the following Work Groups:

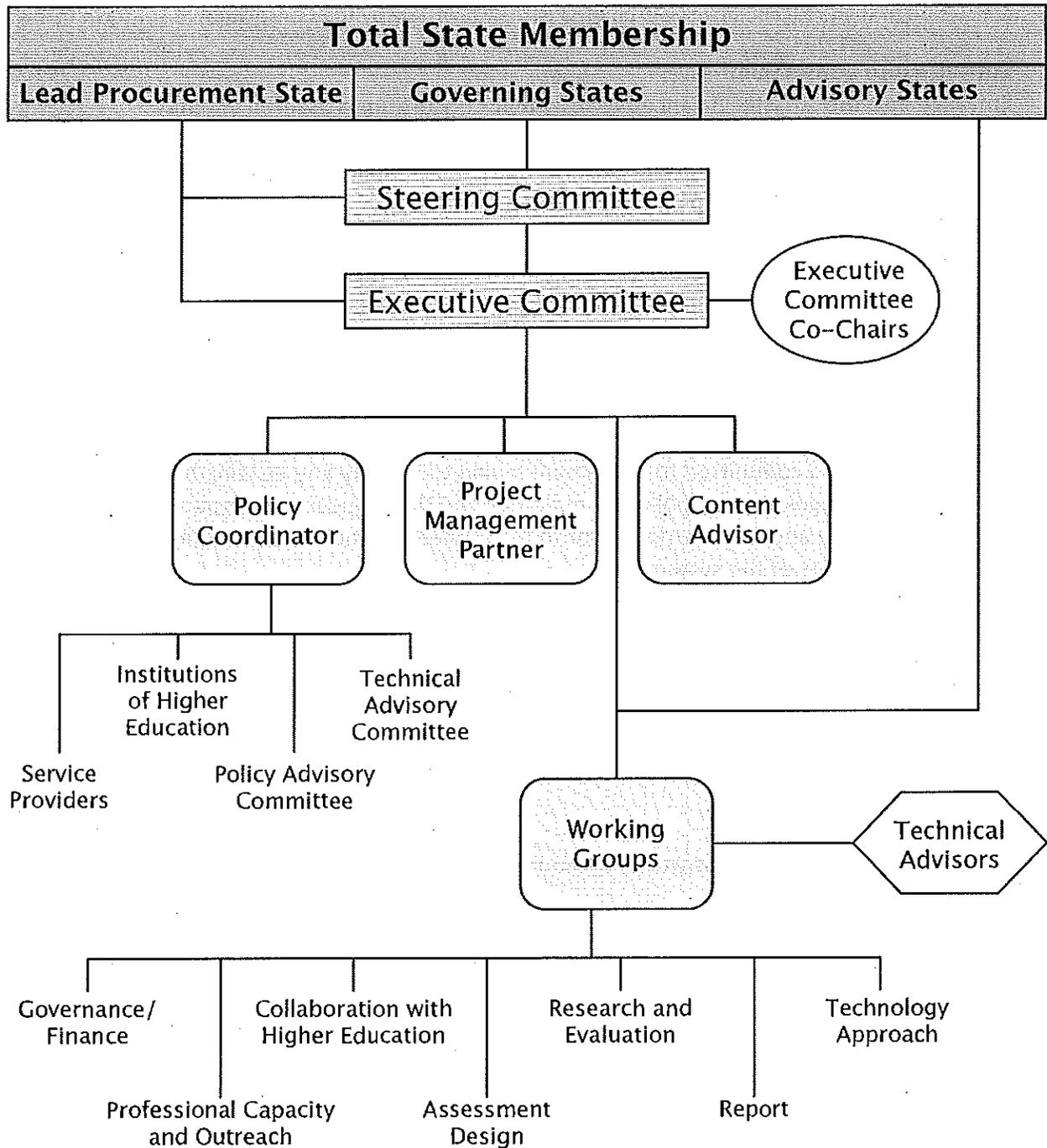
- Governance/Finance,
- Assessment Design,
- Research and Evaluation,
- Report,
- Technology Approach,
- Professional Capacity and Outreach, and
- Collaboration with Higher Education.

The Consortium will also support the work of the Work Groups through a Technical Advisory Committee (TAC). The Policy Coordinator in collaboration with the Steering Committee will create various groups as needed to advise the Steering Committee and the Total State Membership. Initial groups will include

- Institutions of Higher Education,
- Technical Advisory Committee,
- Policy Advisory Committee, and
- Service Providers.

An organizational chart showing the groups described above is provided on the next page.

# SMARTER Balanced Assessment Consortium Organizational Structure



## SMARTER Balanced Assessment Consortium MOU

**(f) State Entrance, Exit, and Status Change**

This MOU shall become effective as of the date first written above upon signature by both the Consortium and the Lead Procurement State/Lead State (Washington) and remain in force until the conclusion of the Program, unless terminated earlier in writing by the Consortium as set forth below.

**Entrance into Consortium**

Entrance into the Smarter Balanced Assessment Consortium is assured when:

- The level of membership is declared and signatures are secured on the MOU from the State's Commissioner, State Superintendent, or Chief; Governor; and President/Chair of the State Board of Education (if the State has one);
- The signed MOU is submitted to the Consortium Grant Project Manager (until June 23) and then the Project Management Partner after August 4, 2010;
- The Advisory and Governing States agree to and adhere to the requirements of the governance;
- The State's Chief Procurement Officer has reviewed its applicable procurement rules and provided assurance that it may participate in and make procurements through the Consortium;
- The State is committed to implement a plan to identify any existing barriers in State law, statute, regulation, or policy to implementing the proposed assessment system and to addressing any such barriers prior to full implementation of the summative assessment components of the system; and
- The State agrees to support all decisions made prior to the State joining the Consortium.

After receipt of the grant award, any request for entrance into the Consortium must be approved by the Executive Committee. Upon approval, the Project Management Partner will then submit a change of membership to the USED for approval. A State may begin participating in the decision-making process after receipt of the MOU.

**Exit from Consortium**

Any State may leave the Consortium without cause, but must comply with the following exit process:

- A State requesting an exit from the Consortium must submit in writing their request and reasons for the exit request,
- The written explanation must include the statutory or policy reasons for the exit,
- The written request must be submitted to the Project Management Partner with the same signatures as required for the MOU,
- The Executive Committee will act upon the request within a week of the request, and
- Upon approval of the request, the Project Management Partner will then submit a change of membership to the USED for approval.

SMARTER Balanced Assessment Consortium MOU

**Changing Roles in the Consortium**

A State desiring to change from an Advisory State to a Governing State or from a Governing State to an Advisory State may do so under the following conditions:

- A State requesting a role change in the Consortium must submit in writing their request and reasons for the request,
- The written request must be submitted to the Project Management Partner with the same signatures as required for the MOU, and
- The Executive Committee will act upon the request within a week of the request and submit to the USED for approval.

**(g) Plan for Identifying Existing State Barriers**

Each State agrees to identify existing barriers in State laws, statutes, regulations, or policies by noting the barrier and the plan to remove the barrier. Each State agrees to use the table below as a planning tool for identifying existing barriers. States may choose to include any known barriers in the table below at the time of signing this MOU.

Barrier	Issue/Risk of Issue (if known)	Statute, Regulation, or Policy	Governing Body with Authority to Remove Barrier	Approximate Date to Initiate Action	Target Date for Removal of Barrier	Comments

[remainder of page intentionally left blank]

SMARTER Balanced Assessment Consortium MOU

**(h) Bind each State in the Consortium to every statement and assurance made in the application through the following signature blocks**

<p><b>(h)(i)(A) ADVISORY STATE SIGNATURE BLOCK for Race to the Top Fund Assessment Program Comprehensive Assessment Systems Grant Application Assurances.</b></p> <p><i>(Required from all "Advisory States" in the Consortium.)</i></p> <p>As an <u>Advisory State</u> in the SMARTER Balanced Assessment Consortium, I have read and understand the roles and responsibilities of Advisory States, and agree to be bound by the statements and assurances made in the application.</p>	
<p>State Name:</p>	
<p>Governor or Authorized Representative of the Governor (Printed Name):</p>	<p>Telephone:</p>
<p>Signature of Governor or Authorized Representative of the Governor:</p>	<p>Date:</p>
<p>Chief State School Officer (Printed Name):</p>	<p>Telephone:</p>
<p>Signature of the Chief State School Officer:</p>	<p>Date:</p>
<p>President of the State Board of Education, if applicable (Printed Name):</p>	<p>Telephone:</p>
<p>Signature of the President of the State Board of Education, if applicable:</p>	<p>Date:</p>

**(h)(i)(B) GOVERNING STATE SIGNATURE BLOCK for Race to the Top Fund Assessment Program Comprehensive Assessment Systems Grant Application Assurances**

*(Required from all "Governing States" in the Consortium.)*

As a Governing State in the SMARTER Balanced Assessment Consortium, I have read and understand the roles and responsibilities of Governing States, and agree to be bound by the statements and assurances made in the application.

I further certify that as a Governing State I am fully committed to the application and will support its implementation.

State Name: **Wisconsin**

Governor or Authorized Representative of the Governor (Printed Name):

**JIM DOYLE**

Telephone:



Signature of Governor or Authorized Representative of the Governor:



Date:

**5/24/10**

Chief State School Officer (Printed Name):

**Tony Fiers**

Telephone:



Signature of the Chief State School Officer:



Date:

**5-21-10**

President of the State Board of Education, if applicable (Printed Name):  
**N.A.**

Telephone:

Signature of the President of the State Board of Education, if applicable:  
**N.A.**

Date:

SMARTER Balanced Assessment Consortium MOU

<b>(h)(ii) STATE PROCUREMENT OFFICER SIGNATURE BLOCK for Race to the Top Fund Assessment Program Comprehensive Assessment Systems Grant Application Assurances.</b> <i>(Required from all States In the Consortium.)</i> I certify that I have reviewed the applicable procurement rules for my State and have determined that it may participate in and make procurements through the SMARTER Balanced Assessment Consortium.	
State Name: Wisconsin	
State's chief procurement official (or designee), (Printed Name): <i>Helen McCain</i>	Telephone: [REDACTED]
Signature of State's chief procurement official (or designee): [REDACTED]	Date: <i>5/27/10</i>

**Wisconsin Student Assessment System (WSAS) Percent Proficient or Advanced  
2010-11**

<b>Group</b>	<b>Percent Proficient Reading</b>	<b>Percent Proficient Mathematics</b>
All Students	83.0%	77.2%
Female	85.8%	77.0%
Male	80.4%	77.4%
American Indian or Alaska Native	75.8%	65.9%
Asian or Pacific Islander	79.2%	78.4%
Black Not Hispanic	59.9%	46.2%
Hispanic	69.7%	62.6%
White Not Hispanic	88.3%	83.7%
Students with Disabilities	48.6%	44.5%
Students w/o Disabilities	88.6%	82.6%
Economically Disadvantaged	71.7%	63.2%
Not Economically Disadvantaged or No Data	90.7%	86.8%
Limited English Proficient	57.5%	55.6%
English Proficient	84.6%	78.6%
Migrant	62.6%	52.2%
Non-migrant	83.0%	77.2%

Attachment 9 - Reward, Priority, and Focus Schools List

LEA Name	School Name	School NCES ID #	REWARD SCHOOL	PRIORITY SCHOOL	FOCUS SCHOOL
REDACTED	REDACTED	550321001254	A		
REDACTED	REDACTED	550516000556	A		
REDACTED	REDACTED	550351000378	A		
REDACTED	REDACTED	551017002372	A		
REDACTED	REDACTED	551032003366	A		
REDACTED	REDACTED	551032001350	A		
REDACTED	REDACTED	550930002268	A		
REDACTED	REDACTED	550924002267	A		
REDACTED	REDACTED	551566002510	A		
REDACTED	REDACTED	551650002157	A		
REDACTED	REDACTED	550012000013	B		
REDACTED	REDACTED	550021000020	B		
REDACTED	REDACTED	550001603359	B		
REDACTED	REDACTED	550240000264	B		
REDACTED	REDACTED	550453000483	B		
REDACTED	REDACTED	550496000538	B		
REDACTED	REDACTED	550537000573	B		
REDACTED	REDACTED	550582000617	B		
REDACTED	REDACTED	550588000646	B		
REDACTED	REDACTED	550614002258	B		
REDACTED	REDACTED	550702000763	B		
REDACTED	REDACTED	550702000767	B		
REDACTED	REDACTED	550351000374	B		
REDACTED	REDACTED	550885001024	B		
REDACTED	REDACTED	550909001074	B		
REDACTED	REDACTED	550960000792	B		
REDACTED	REDACTED	550960001271	B		
REDACTED	REDACTED	550999001311	B		
REDACTED	REDACTED	551062000225	B		
REDACTED	REDACTED	551107001465	B		
REDACTED	REDACTED	551122001505	B		
REDACTED	REDACTED	551137001517	B		
REDACTED	REDACTED	551113001474	B		
REDACTED	REDACTED	551158001531	B		
REDACTED	REDACTED	551185001555	B		
REDACTED	REDACTED	551188001556	B		
REDACTED	REDACTED	551221001587	B		
REDACTED	REDACTED	551221001588	B		
REDACTED	REDACTED	551233001598	B		
REDACTED	REDACTED	551266001662	B		
REDACTED	REDACTED	551266001667	B		
REDACTED	REDACTED	551296001705	B		
REDACTED	REDACTED	551014001328	B		
REDACTED	REDACTED	550438000472	B		
REDACTED	REDACTED	551416003358	B		
REDACTED	REDACTED	551416001839	B		
REDACTED	REDACTED	551455002813	B		
REDACTED	REDACTED	551464001900	B		
REDACTED	REDACTED	550005002637	B		
REDACTED	REDACTED	551581000269	B		
REDACTED	REDACTED	551602002095	B		
REDACTED	REDACTED	551626002103	B		
REDACTED	REDACTED	550600002392	B		
REDACTED	REDACTED	551671002183	B		
DLH ACADEMY AGENCY	DLH ACADEMY	550004702536		C	
GREEN BAY AREA PUBLIC	FORT HOWARD ELEMENTARY	550582000622		C	
MILWAUKEE	ALLIANCE HIGH SCHOOL	550960002603		C	
MILWAUKEE	AUER AVENUE ELEMENTARY	550960001124		C	
MILWAUKEE	BARBEE EL (GARDEN HOMES ELEMENTARY)	550960001170		C	

## Attachment 9 - Reward, Priority, and Focus Schools List

LEA Name	School Name	School NCES ID #	REWARD SCHOOL	PRIORITY SCHOOL	FOCUS SCHOOL
MILWAUKEE	BROWN STREET ACADEMY	550960002395		C	
MILWAUKEE	BURROUGHS MIDDLE	550960001137		C	
MILWAUKEE	CARSON ACADEMY	550960001829		C	
MILWAUKEE	CARVER ACADEMY	550960002602		C	
MILWAUKEE	CASS STREET ELEMENTARY	550960001139		C	
MILWAUKEE	COMMUNITY HIGH SCHOOL	550960003370		C	
MILWAUKEE	FOREST HOME ELEMENTARY	550960001163		C	
MILWAUKEE	HAYES BILINGUAL SCHOOL	550960000680		C	
MILWAUKEE	HI-MOUNT ELEMENTARY	550960001187		C	
MILWAUKEE	HOLMES ELEMENTARY	550960001188		C	
MILWAUKEE	HOPKINS LLOYD ELEMEMENTARY (LLOYD)	550960001208		C	
MILWAUKEE	JACKSON ELEMENTARY	550960001261		C	
MILWAUKEE	KEEFE AVENUE ELEMENTARY	550960001196		C	
MILWAUKEE	KING JR ELEMENTARY	550960001129		C	
MILWAUKEE	KLUGE ELEMENTARY	550960001200		C	
MILWAUKEE	LAFOLLETTE ELEMENTARY	550960001202		C	
MILWAUKEE	LANCASTER ELEMENTARY	550960001204		C	
MILWAUKEE	LINCOLN MIDDLE SCHOOL	550960002302		C	
MILWAUKEE	MAPLE TREE ELEMENTARY	550960001214		C	
MILWAUKEE	METCALFE ELEMENTARY	550960002464		C	
MILWAUKEE	MILWAUKEE ACADEMY OF CHINESE LANGUAGE	550960002720		C	
MILWAUKEE	MONTESSORI HIGH	550960002706		C	
MILWAUKEE	OBAMA ELEMENTARY (THIRTY-FIFTH STREET)	550960001252		C	
MILWAUKEE	ROGERS STREET ACADEMY	550960002601		C	
MILWAUKEE	ROOSEVELT MIDDLE	550960001238		C	
MILWAUKEE	SHERMAN ELEMENTARY	550960001240		C	
MILWAUKEE	SIEFERT ELEMENTARY	550960002744		C	
MILWAUKEE	SILVER SPRING ELEMENTARY	550960001243		C	
MILWAUKEE	SIXTY-FIFTH STREET ELEMENTARY	550960001245		C	
MILWAUKEE	STARMS DISCOVERY	550960002442		C	
MILWAUKEE	STORY ELEMENTARY	550960001249		C	
MILWAUKEE	THOREAU ELEMENTARY	550960001255		C	
MILWAUKEE	THURSTON WOODS ELEMENTARY	550960002439		C	
MILWAUKEE	TOWNSEND STREET ELEMENTARY	550960001258		C	
MILWAUKEE	WESTSIDE ACADEMY	550960001512		C	
MILWAUKEE	WHS INFORMATION TECHNOLOGY	550960002608		C	
MILWAUKEE	WINGS ACADEMY	550960002558		C	
MILWAUKEE	WISCONSIN CAREER ACADEMY	550960002473		C	
MILWAUKEE	WORK INSTITUTE	550960002750		C	
RACINE UNIFIED	KNAPP ELEMENTARY	551236001628		C	
RACINE UNIFIED	GOODLAND ELEMENTARY	551236001617		C	
MENOMINEE INDIAN	MENOMINEE INDIAN HIGH	550907001070		E	
MILWAUKEE	ADVANCED LANGUAGE AND ACADEMIC	550960003372		E	
MILWAUKEE	BAY VIEW HIGH	550960001127		E	
MILWAUKEE	BRADLEY TECHNOLOGY HIGH	550960001218		E	
MILWAUKEE	CAREER AND TECHNICAL ED (CUSTER HIGH)	550960001147		E	
MILWAUKEE	HAMILTON HIGH	550960001180		E	
MILWAUKEE	JAMES MADISON ACADEMIC CAMPUS	550960002700		E	
MILWAUKEE	NORTH DIVISION CHARTER HI (MILWAUKEE)	550960002730		E	
MILWAUKEE	NORTHWEST SECONDARY SCHOOL	550960002713		E	
MILWAUKEE	PULASKI HIGH	550960001235		E	
MILWAUKEE	SOUTH DIVISION HIGH	550960001247		E	
MILWAUKEE	VINCENT HIGH	550960002272		E	
MILWAUKEE ACADEMY OF SCIENCE	MILWAUKEE ACADEMY OF SCIENCE ACADEMY	550004202234		E	
BIG FOOT UHS SCHOOL DISTRICT	BIG FOOT HIGH	551548001982			F
COLUMBUS SCHOOL DISTRICT	COLUMBUS ELEMENTARY	550282000321			F
DARLINGTON COMMUNITY SCHOOL DISTRICT	DARLINGTON ELEMENTARY/MIDDLE	550315000704			F
FOX POINT J2	STORMONTH ELEMENTARY	550480000518			F
GERMANTOWN SCHOOL DISTRICT	MACARTHUR ELEMENTARY	550516000555			F
HOWARDS GROVE SCHOOL DISTRICT	NORTHVIEW ELEMENTARY	550666000723			F
LA CROSSE SCHOOL DISTRICT	EMERSON ELEMENTARY	550753000855			F

Attachment 9 - Reward, Priority, and Focus Schools List

LEA Name	School Name	School NCES ID #	REWARD SCHOOL	PRIORITY SCHOOL	FOCUS SCHOOL
LAKE MILLS	PROSPECT STREET ELEMENTARY	550771000889			F
MADISON METROPOLITAN SCHOOL DISTRICT	FALK ELEMENTARY	550852000928			F
MADISON METROPOLITAN SCHOOL DISTRICT	LAKE VIEW ELEMENTARY	550852000942			F
MADISON METROPOLITAN SCHOOL DISTRICT	LEOPOLD ELEMENTARY	550852000944			F
MADISON METROPOLITAN SCHOOL DISTRICT	LINCOLN ELEMENTARY	550852002263			F
MADISON METROPOLITAN SCHOOL DISTRICT	LOWELL ELEMENTARY	550852000946			F
MADISON METROPOLITAN SCHOOL DISTRICT	THOREAU ELEMENTARY	550852000964			F
MAUSTON SCHOOL DISTRICT	MAUSTON HIGH	550885001025			F
MEQUON-THIENSVILLE SCHOOL DISTRICT	HOMESTEAD HIGH	550913001085			F
MEQUON-THIENSVILLE SCHOOL DISTRICT	ORIOLE LANE ELEMENTARY	550913001087			F
MIDDLETON-CROSS PLAINS AREA SCHOOL DISTRICT	WEST MIDDLETON ELEMENTARY	550951001113			F
NEILLSVILLE SCHOOL DISTRICT	NEILLSVILLE HIGH	551035001357			F
SHEBOYGAN FALLS SCHOOL DISTRICT	SHEBOYGAN FALLS MIDDLE	551368002289			F
SUN PRAIRIE AREA SCHOOL DISTRICT	BIRD ELEMENTARY	551464001898			F
VERONA AREA SCHOOL DISTRICT	BADGER RIDGE MIDDLE SCHOOL	551533001973			F
VERONA AREA SCHOOL DISTRICT	GLACIER EDGE ELEMENTARY SCHOOL	551533002647			F
VERONA AREA SCHOOL DISTRICT	SUGAR CREEK ELEMENTARY	551533001971			F
WHITNALL SCHOOL DISTRICT	WHITNALL HIGH	550600000661			F
ARROWHEAD UHS	ARROWHEAD HIGH	550618000678			F
CLINTONVILLE SCHOOL DISTRICT	CLINTONVILLE HIGH	550267000302			F, G
KENOSHA SCHOOL DISTRICT	MCKINLEY ELEMENTARY	550732000818			F, G
MADISON METROPOLITAN SCHOOL DISTRICT	ORCHARD RIDGE ELEMENTARY	550852000952			F, G
MILWAUKEE SCHOOL DISTRICT	FRATNEY ELEMENTARY	550960001166			F, G
YMCA YOUNG LEADERS ACADEMY AGE	YMCA YOUNG LEADERS ACADEMY	550004602576			F, G
21ST CENTURY PREPARATORY SCHOOL	21ST CENTURY PREPARATORY SCHOOL	550004502575			G
ADAMS-FRIENDSHIP AREA SCHOOL DISTRICT	ADAMS-FRIENDSHIP ELEMENTARY	550006001433			G
APPLETON AREA SCHOOL DISTRICT	LINCOLN ELEMENTARY	550039000059			G
BAYFIELD	BAYFIELD MIDDLE	550090000082			G
BELOIT SCHOOL DISTRICT	MERRILL ELEMENTARY	550105000147			G
CAPITOL WEST ACADEMY AGENCY	CAPITOL WEST ACADEMY	550011403355			G
CLINTONVILLE SCHOOL DISTRICT	CLINTONVILLE MIDDLE	550267000301			G
DELANVAN-DARIEN SCHOOL DISTRICT	DELANVAN-DARIEN HIGH	550364000386			G
DELANVAN-DARIEN SCHOOL DISTRICT	TURTLE CREEK ELEMENTARY	550364000317			G
EAU CLAIRE AREA SCHOOL DISTRICT	LAKESHORE ELEMENTARY	550405000708			G
FOND DU LAC SCHOOL DISTRICT	RIVERSIDE ELEMENTARY	550468000497			G
GREEN BAY AREA PUBLIC SCHOOL DISTRICT	DANZ ELEMENTARY	550582000616			G
GREEN BAY AREA PUBLIC SCHOOL DISTRICT	EISENHOWER ELEMENTARY	550582000620			G
GREEN BAY AREA PUBLIC SCHOOL DISTRICT	NICOLET ELEMENTARY	550582000634			G
JANESVILLE SCHOOL DISTRICT	WILSON ELEMENTARY	550702000776			G
JEFFERSON SCHOOL DISTRICT	WEST ELEMENTARY	550705000780			G
JOHNSON CREEK SCHOOL DISTRICT	JOHNSON CREEK HIGH	550717000783			G
KENOSHA SCHOOL DISTRICT	BRADFORD HIGH	550732000801			G
KENOSHA SCHOOL DISTRICT	EDWARD BAIN SCHOOL OF LANGUAGE	550732002591			G
KENOSHA SCHOOL DISTRICT	FRANK ELEMENTARY	550732000807			G
KENOSHA SCHOOL DISTRICT	STRANGE ELEMENTARY	550732000826			G
KENOSHA SCHOOL DISTRICT	WILSON ELEMENTARY	550732000833			G
LAC DU FLAMBEAU #1 SCHOOL DISTRICT	LAC DU FLAMBEAU ELEMENTARY	550462000488			G
MADISON METROPOLITAN SCHOOL DISTRICT	ALLIS ELEMENTARY	550852000929			G
MADISON METROPOLITAN SCHOOL DISTRICT	SANDBURG ELEMENTARY	550852000920			G
MADISON METROPOLITAN SCHOOL DISTRICT	SCHENK ELEMENTARY	550852000935			G
MENASHA JOINT SCHOOL DISTRICT	BUTTE DES MORTS ELEMENTARY	550903001054			G
MENASHA JOINT SCHOOL DISTRICT	CLOVIS GROVE ELEMENTARY	550903001055			G
MENASHA JOINT SCHOOL DISTRICT	MENASHA HIGH	550903001059			G
MENOMINEE INDIAN SCHOOL DISTRICT	KESHENA PRIMARY	550907001069			G
MENOMINEE INDIAN SCHOOL DISTRICT	MENOMINEE INDIAN MIDDLE	550907001071			G
MILWAUKEE SCHOOL DISTRICT	ALLEN-FIELD ELEMENTARY	550960001122			G
MILWAUKEE SCHOOL DISTRICT	AUDUBON HIGH	550960002782			G
MILWAUKEE SCHOOL DISTRICT	AUDUBON MIDDLE	550960001123			G
MILWAUKEE SCHOOL DISTRICT	BARTON ELEMENTARY	550960001126			G
MILWAUKEE SCHOOL DISTRICT	BROWNING ELEMENTARY	550960001132			G
MILWAUKEE SCHOOL DISTRICT	CARMEN HIGH AND TECHNOLOGY	550960002755			G

Attachment 9 - Reward, Priority, and Focus Schools List

LEA Name	School Name	School NCES ID #	REWARD SCHOOL	PRIORITY SCHOOL	FOCUS SCHOOL
MILWAUKEE SCHOOL DISTRICT	CLARKE STREET ELEMENTARY	550960001140			G
MILWAUKEE SCHOOL DISTRICT	CLEMENS ELEMENTARY	550960001141			G
MILWAUKEE SCHOOL DISTRICT	CONGRESS ELEMENTARY	550960001143			G
MILWAUKEE SCHOOL DISTRICT	CURTIN ELEMENTARY	550960001146			G
MILWAUKEE SCHOOL DISTRICT	DOERFLER ELEMENTARY	550960001148			G
MILWAUKEE SCHOOL DISTRICT	EIGHTY-FIRST STREET ELEMENTARY	550960001154			G
MILWAUKEE SCHOOL DISTRICT	ELM CREATIVE ARTS ELEMENTARY	550960002438			G
MILWAUKEE SCHOOL DISTRICT	EMERSON ELEMENTARY	550960001157			G
MILWAUKEE SCHOOL DISTRICT	ENLEBURG ELEMENTARY	550960001158			G
MILWAUKEE SCHOOL DISTRICT	FIFTY-THIRD STREET ELEMENTARY	550960001162			G
MILWAUKEE SCHOOL DISTRICT	FRANKLIN ELEMENTARY	550960001165			G
MILWAUKEE SCHOOL DISTRICT	GOODRICH ELEMENTARY	550960001173			G
MILWAUKEE SCHOOL DISTRICT	GRANTOSA DRIVE ELEMENTARY	550960001176			G
MILWAUKEE SCHOOL DISTRICT	HAMPTON ELEMENTARY	550960001181			G
MILWAUKEE SCHOOL DISTRICT	HAWTHORNE ELEMENTARY	550960001185			G
MILWAUKEE SCHOOL DISTRICT	KAGEL ELEMENTARY	550960001195			G
MILWAUKEE SCHOOL DISTRICT	LA CAUSA CHARTER SCHOOL	550960001317			G
MILWAUKEE SCHOOL DISTRICT	LINCOLN AVENUE ELEMENTARY	550960001206			G
MILWAUKEE SCHOOL DISTRICT	LONGFELLOW ELEMENTARY	550960001209			G
MILWAUKEE SCHOOL DISTRICT	MACDOWELL MONTESSORI ELEMENTARY	550960001212			G
MILWAUKEE SCHOOL DISTRICT	MILWAUKEE HIGH SCHOOL OF THE ARTS	550960002339			G
MILWAUKEE SCHOOL DISTRICT	MILWAUKEE SCHOOL OF ENTREPRENEURSHIP	550960000668			G
MILWAUKEE SCHOOL DISTRICT	MILWAUKEE SIGN LANGUAGE ELEMENTARY	550960001191			G
MILWAUKEE SCHOOL DISTRICT	MITCHELL ELEMENTARY	550960001219			G
MILWAUKEE SCHOOL DISTRICT	MORGANDALE ELEMENTARY	550960001220			G
MILWAUKEE SCHOOL DISTRICT	NEESKARA ELEMENTARY	550960001224			G
MILWAUKEE SCHOOL DISTRICT	NINETY-FIFTH STREET ELEMENTARY	550960001225			G
MILWAUKEE SCHOOL DISTRICT	PARKVIEW ELEMENTARY	550960001231			G
MILWAUKEE SCHOOL DISTRICT	PIERCE ELEMENTARY	550960001233			G
MILWAUKEE SCHOOL DISTRICT	PROFESSIONAL LEARNING INSTITUTE	550960003344			G
MILWAUKEE SCHOOL DISTRICT	REAGAN COLLEGE PREPARATORY HIGH	550960003342			G
MILWAUKEE SCHOOL DISTRICT	RILEY ELEMENTARY	550960001236			G
MILWAUKEE SCHOOL DISTRICT	RIVERSIDE HIGH	550960001237			G
MILWAUKEE SCHOOL DISTRICT	STUART ELEMENTARY	550960001250			G
MILWAUKEE SCHOOL DISTRICT	TROWBRIDGE STREET ELEMENTARY	550960001259			G
MILWAUKEE SCHOOL DISTRICT	VICTORY ELEMENTARY	550960001264			G
MILWAUKEE SCHOOL DISTRICT	VIEAU ELEMENTARY	550960001265			G
RACINE UNIFIED SCHOOL DISTRICT	FRATT ELEMENTARY	551236001611			G
RACINE UNIFIED SCHOOL DISTRICT	GILMORE MIDDLE	551236001616			G
RACINE UNIFIED SCHOOL DISTRICT	JANES ELEMENTARY	551236001622			G
RACINE UNIFIED SCHOOL DISTRICT	JULIAN THOMAS ELEMENTARY	551236003337			G
RACINE UNIFIED SCHOOL DISTRICT	MITCHELL ELEMENTARY	551236001632			G
RACINE UNIFIED SCHOOL DISTRICT	MITCHELL MIDDLE	551236001633			G
RACINE UNIFIED SCHOOL DISTRICT	STARBUCK MIDDLE	551236001639			G
RACINE UNIFIED SCHOOL DISTRICT	WADEWITZ ELEMENTARY	551236001642			G
SHEBOYGAN AREA SCHOOL DISTRICT	SHERIDAN ELEMENTARY	551365002678			G
TRI-COUNTY AREA SCHOOL DISTRICT	TRI-COUNTY MIDDLE	551182002620			G
WABENO AREA SCHOOL DISTRICT	WABENO ELEMENTARY	551539001978			G
WHITEHALL SCHOOL DISTRICT	WHITEHALL MIDDLE	551665002177			G
WHITEWATER UNIFIED SCHOOL DISTRICT	LINCOLN INQUIRY CHARTER ELEMENTARY	551668002180			G

Note: This list contains Title I Rewards, Focus, and Priority schools. The rewards schools are redacted and only include Title I schools identified as High Performing and High Progress schools as defined in ESEA Flexibility. As such, this Rewards list will be expanded to reflect the State's broader Rewards program.

# **The Wisconsin Framework for Educator Effectiveness**

*Summary of Design Team Work &  
Pre-Implementation Interim Report*

*May 2012*

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# I. Introduction

Over the last decade, Wisconsin has developed many of the crucial elements of a modern educator effectiveness system, including a pre-service assessment, induction supports and mentoring, a tiered educator licensing system, expanded licensure flexibility and a professional development and improvement process required for advancement.

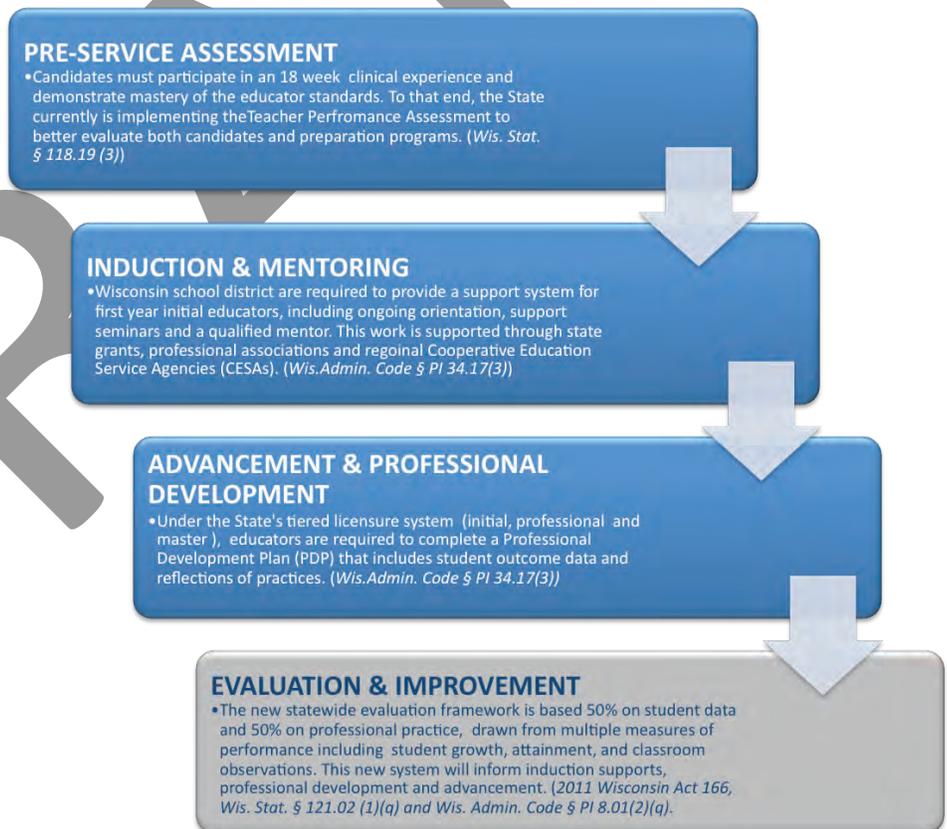
While the State's educator effectiveness efforts includes improvements in many of these areas, the thrust of this work has been recommendations from the Wisconsin Educator Effectiveness Design Team (hereafter the Design Team) around key design features of and an implementation timeline for a performance-based evaluation system for teachers and principals.

The Wisconsin Framework for Educator Effectiveness (hereafter the Framework) is shaping the development of a state educator effectiveness system. The primary purpose of the Framework is to support a system of continuous improvement of educator practice—from pre-service through inservice—that leads to improved student learning.

The resulting system will evaluate teachers and principals through a fair, valid, and reliable process using multiple measures across two main areas: educator practice and student outcomes.

The model will be piloted and implemented throughout the state by the 2014-15 school year. An equivalency review process for districts that choose to develop their own rubrics of educator practice will be developed.

The Design Team acknowledges the significant change that the resulting educator effectiveness system will represent, and believes the system will positively impact both educator practice and student learning throughout Wisconsin. Further, this system will fulfill federal requirements around educator evaluation and professional development.



**Figure 1: Wisconsin Educator Effectiveness System**

## II. Development of the Educator Evaluation Framework

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### *Purpose*

Integrate a fair and reliable educator evaluation framework that incorporates student outcome data elements of educator practice into the State's educator effectiveness system. The framework will include ongoing formative components that support improvement as well as a summative evaluation.

### *Process*

This framework was designed in collaboration with leaders of state professional education organizations, educator preparation programs, Governor Walker's office and the Wisconsin Department of Public Instruction. Design Team members represented the following:

- American Federation of Teachers-Wisconsin (AFT-WI)
- Association of Wisconsin School Administrators (AWSA)
- Department of Public Instruction (DPI)
- Office of the Governor
- Professional Standards Council (PSC)
- University of Wisconsin-Madison School of Education
- Wisconsin Association of Colleges of Teacher Education (WACTE)
- Wisconsin Association of Independent Colleges and Universities (WAICU)
- Wisconsin Association of School Boards (WASB)
- Wisconsin Association of School District Administrators (WASDA)
- Wisconsin Education Association Council (WEAC)

The Design Team met monthly to review materials, resolve policy issues and reach consensus around the Framework. This work was based on recommendations from staff workgroups, national experts, state research organizations, and regional technical assistance providers (see Appendix A: Design Team Members for a full list of participants).

Work groups, which largely consisted of staff from Design Team organizations, reviewed research, developed position papers and prepared recommendations for the Design Team between meetings (see Appendix B: Workgroup Members for a full list of participants).

Additionally, several nationally renowned partner organizations provided technical assistance, facilitation and research support (see Appendix C: Partner Organizations for a full list of participants). Notable support is outlined below:

The **Wisconsin Center for Education Research (WCER)** helped frame the Design Team decision points; identified current educator effectiveness research, policies, and models; developed background material; and provided in-depth feedback during meetings throughout the process.

The **National Comprehensive Center for Teacher Quality (TQ Center)** provided information on educator effectiveness research, policies, and models.

The **Great Lakes West Regional Comprehensive Center (GLW) and Regional Educational Laboratories (REL) Midwest** facilitated and documented framework meetings and decisions.

Additionally, members participated in national conferences and meetings hosted by the **Council of Chief State School Officers (CCSSO) and the National Governors Association (NGA)**.

Feedback was solicited through ongoing stakeholder communication, including an Educator Effectiveness Symposium, which informed stakeholders and elicited feedback on the emerging framework design.

### *Guiding Principles*

Informed by the CCSSO document *“Transforming Teaching and Leading: A Vision for a High-Quality Educator Development System,”*<sup>1</sup> the Design Team’s work focused on five key questions:

1. What are the purposes of the system?
2. How will educator practice be evaluated?
3. How will student achievement & other outcomes be incorporated?
4. How will the evaluation process be administered?
5. How will the model be implemented statewide?

Effective educators are essential to improving learning for all students. The Design Team believes it is imperative that students have highly effective teams of educators to support them throughout their

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<sup>1</sup> CCSSO, *Transforming Teaching and Leading: A Vision for a High-Quality Educator Development System*.  
[http://www.ccsso.org/Resources/Publications/Transforming\\_Teaching\\_and\\_Leading.html](http://www.ccsso.org/Resources/Publications/Transforming_Teaching_and_Leading.html).

public education. The Design Team further believes that effective practice leading to better educational achievement requires continuous improvement and monitoring.

A strong evaluation system for educators is designed to provide information that supports decisions intended to ensure continuous individual and system effectiveness. The system must be well-articulated, manageable, reliable and sustainable. The goal of this system is to provide students with highly qualified and effective educators who focus on student learning.

To that end, an effective educator evaluation system must deliver information that:

- Guides effective educational practice that is aligned with student learning and development.
- Documents evidence of effective educator practice.
- Documents evidence of student learning.
- Informs appropriate professional development.
- Informs educator preparation programs.
- Supports a full range of human resource decisions.
- Is credible, valid, reliable, comparable, and uniform across districts.

### *Defining Effectiveness*

The Design Team defines educator effectiveness as follows:

An **effective teacher** consistently uses educational practices that foster the intellectual, social and emotional growth of children, resulting in measurable growth that can be documented in meaningful ways.

An **effective principal** shapes school strategy and educational practices that foster the intellectual, social and emotional growth of children, resulting in measurable growth that can be documented in meaningful ways.

## III. Features of the Evaluation Framework

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The following design features are predicated on the understanding that a successful performance-based evaluation system must be fully aligned with professional development and implemented with fidelity.

A system of this nature necessitates both an ongoing formative process that supports low-stakes continuous educator improvement as well as a more traditional summative evaluation that can support the full range of employment decisions.

**Formative Feedback:** Educators must be engaged in evaluating their own practice and receive low-stakes formative feedback on an ongoing basis from peers, mentors and supervisors. Formative elements may include classroom observations, peer review, data chats/reviews, and a range of diagnostic support or mentoring activities.

While districts will have discretion in structuring their formative process and elements, these activities should occur multiple times throughout the year and include a mix of peer/mentor and supervisory feedback. Depending on district practice and policies, some formative elements may inform the summative evaluation process. However, inclusion of too many formative elements in the summative evaluation may undermine the formative focus on coaching and improvement.

**Summative Evaluation:** Per Wis. Stat. § 121.02(1)(q), all districts are required to conduct an evaluation of *non-probationary* teachers and principals in the first year and at least every third year thereafter to assess overall employment performance. *Probationary* educators, who are usually in the first few years of employment with a given district, are generally evaluated annually.

Among other things, summative evaluations may be used to make the full range of human resources decisions. These evaluations must include multiple classroom observations and artifacts as well as student performance data. Based on the evaluation, educators will be assigned to one of the following performance rating categories: exemplary, effective or developing. Educator ratings will be based equally on measures of educator practice (50%) and student outcomes (50%), and “developing” educators will be evaluated annually until they progress to “effective” or exit the profession.

Both formative feedback and summative evaluations should be aligned to the district’s human resource practices (including staffing, mentoring, professional development, and performance management) in order to provide a consistent focus. Professional development plans, in particular, should be aligned with evaluation feedback to ensure Wisconsin educators are supported throughout their careers.

### ***1. Multiple Measures of Educator Practice***

Measures of educator practice will account for 50% of the overall summative rating for educators. Dimensions of effective educator practice for teachers will be based on the 2011 Interstate Teacher Assessment and Support Consortium (InTASC) Model Core Teaching Standards. Effective practice for principals will be based on the 2008 Interstate School Leaders Licensure Consortium (ISLLC) Educational Leadership Policy Standards. The InTASC and ISLLC standards can be found in Appendix E and F.

The InTASC and ISLLC standards were selected as they are widely recognized as rigorous and robust standards of professional practice. These research-based standards describe effective teacher and leader practices that lead to improved student achievement. The standards are envisioned as the foundation for a comprehensive framework that addresses each stage of an educator’s career. Both sets of standards

were developed through multi-state collaborative efforts and have been endorsed by numerous education organizations, associations, and institutes of higher education.

The following measures of educator practice will be used:

- For teachers, the domains and components of Charlotte Danielson's *A Framework for Teaching* (Danielson, 2007) will be used to provide definition and specificity to the InTASC standards. Rubrics for observing teacher practice will be developed, adapted, or identified to address each component. Danielson's work and other models based on InTASC will be used as a starting point in rubric development. The domains and components identified in the model will be required by school districts.

Each domain represents a distinctive area of effective teaching practice. The components provide a detailed, but manageable, list of teaching skills that are consistent with the 2011 InTASC standards. The Danielson domains and components can be found in Appendix G.

Appropriate adaptations to the domains and components will be developed for certified professional staff that have out-of-classroom assignments as part or all of their duties or work with special populations.

- For principals, the 2008 ISLLC standards will be used. The ISLLC subordinate functions under the standards will form the components. Rubrics for observing principal practice will be developed, adapted, or identified at the component level. Models based on ISLLC will be used as a starting point in the rubric development.
- Multiple observations of educator practice are required during summative evaluations. Observations must be supplemented by other measures of practice. Multiple sources of evidence must be collected to document the evaluation of practice.
- Districts will have the flexibility to create their own rubrics of educator practice. Districts that choose to do so must apply to the State Superintendent through an equivalency review process. For teachers, rubrics must be aligned with the 2011 InTASC standards and be comparable to the Danielson domains and components. For principals, rubrics must be aligned with the 2008 ISLLC standards and be comparable to the ISLLC subordinate functions.

## **2. Multiple Measures of Student Outcomes**

Measures of student outcomes will account for 50% of the overall summative rating for educators. Multiple measures of student outcomes will be used. State and district achievement data with both individual and school components will be included.

- For teachers, the following data when available will be used:

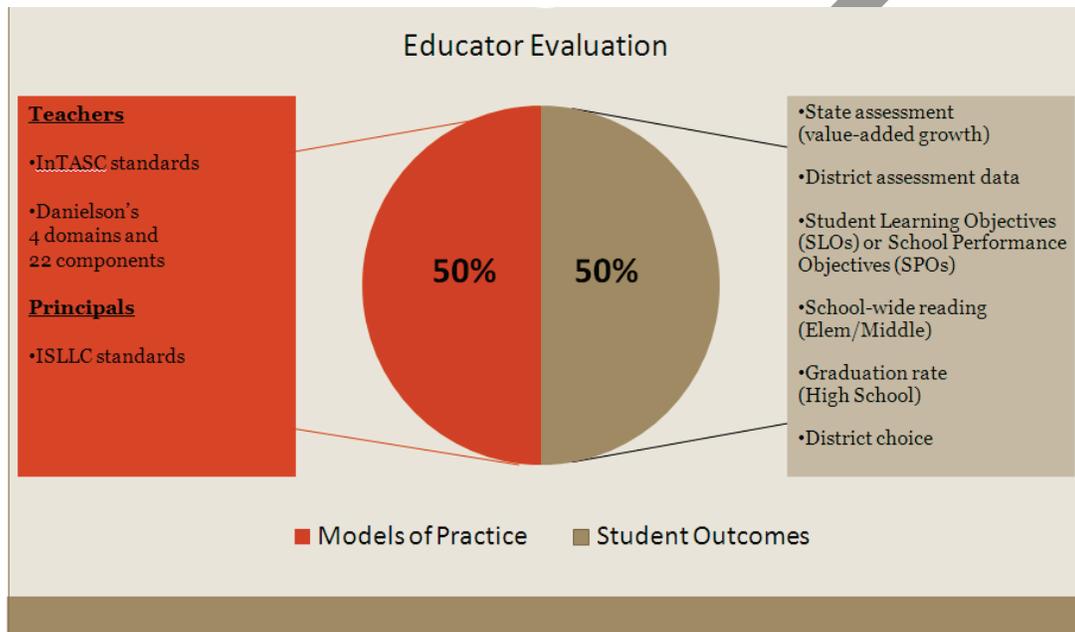
- Individual **value-added data** on statewide standardized assessments (currently grades 3-7 reading and math);<sup>2</sup>
  - District-adopted **standardized assessment** results.
  - **Student Learning Objectives (SLOs)** agreed upon by teachers and administrators. SLOs are a collaborative method of setting measurable goals and measuring growth in student performance towards those goals during the course of instruction. SLOs can be based on teacher-developed or other classroom assessments.
  - Choice of **district data**, based on improvement strategies, and aligned to school and district goals based on areas of need highlighted by the state accountability system.
  - For elementary and middle school levels, **school-wide reading scores** will be used. For high schools, graduation rate will be used.
- For teachers, when the first three measures of student data (state assessment, district assessments and SLOs) are available, equal weight will be given to these three measures and together they will make up 90% of the data used for student outcomes. When only two of these measures are available, equal weight will be given to each measure and together they will make up 90% of the data used for student outcomes. When only SLOs are available, they will account for 90% of the data used in student outcomes. District improvement strategies and school-wide data will each comprise 5% under student outcomes in all cases. Student outcome weights can be found in Appendix H.
  - For principals, the following data when available will be used:
    - School-wide value-added data from state-wide standardized assessments taken by students in the school(s) to which the principal is assigned.<sup>3</sup>
    - District-adopted standardized assessment results.
    - School Performance Outcomes (SPOs) agreed upon by principals and district leaders. SPOs are a collaborative participatory method of setting measurable goals and measuring growth in whole school performance toward those goals during the course of a year.
    - District choice of data based on improvement strategies and aligned to school and district goals based on areas of need highlighted by the state accountability system.
    - For elementary and middle school levels, school-wide reading scores will be used.<sup>4</sup> For high schools, graduation rate will be used.

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<sup>2</sup> Design Team specified the value-added model for student growth will be developed by the Value-Added Research Center at University of Wisconsin-Madison, and that the model shall control for demographic variables (race/ethnicity, gender, socio-economic status, disability status, and ELL status).

<sup>4</sup> If the successor state assessment system allows, a similar school-wide reading measure at high school will be used.

- For principals, when the first three measures of student data (state assessment, district assessments, and SPOs) are available, equal weight will be given to these three measures and together they will make up 90% of the data used for student outcomes. When only two of these measures are available, equal weight will be given to each measure and together they will make up 90% of the data used for student outcomes. When only SPOs are available, they will account for 90% of the data used in student outcomes. District improvement strategies and school-wide data will comprise 5% respectively under student outcomes in all cases.



**Figure 2: System weights**

### 3. Summative Performance Ratings

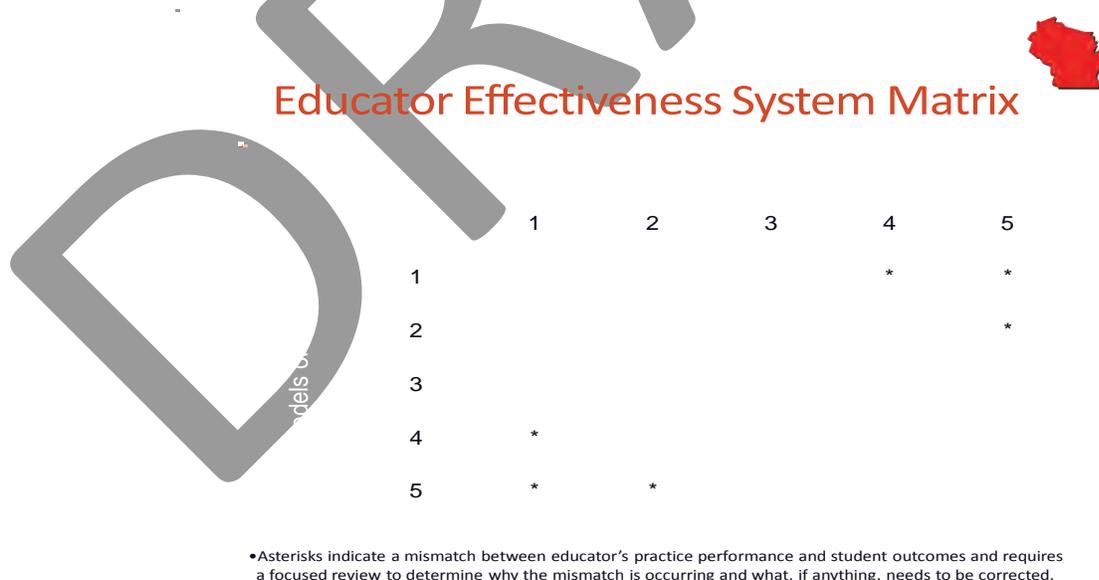
Educators will receive feedback on their performance in educator practice and student outcomes, both of which will be combined into an overall performance rating. Educators will receive one of three ratings:

- ❖ **Developing:** this rating describes professional practice and impact on student achievement that does not meet expectations and requires additional support and directed action.
- ❖ **Effective:** this rating describes solid, expected professional practice and impact on student achievement. Educators rated as effective will have areas of strength as well as areas for improvement that will be addressed through professional development.
- ❖ **Exemplary:** this rating describes outstanding professional practice and impact on student achievement. Educators rated as exemplary will continue to expand their expertise through professional development opportunities. In addition, these educators will be encouraged to utilize their expertise through leadership opportunities.

An educator will not be allowed to remain at the developing level and continue to practice indefinitely. If an educator is rated as developing for longer than would be reasonable for their level of experience in their position the educator will undergo an *intervention phase* to improve on the areas rated as developing. If, at the end of the intervention phase, the educator is still rated as developing, the district shall move to a *removal phase*. An appeals process shall be developed by the district.

#### 4. Matrix Model for Combining Measures

Dimensions of educator practice and student learning outcomes will be weighed equally. In order to determine summative performance ratings, educator practice and student outcomes will be combined using a matrix model. The matrix model has been applied by several states and districts as a way to represent how measures of practice and measures of outcomes can be combined to inform evaluation decisions. There are two axes: one represents a combination of practice measures, and one represents a combination of student outcome measures. Before the different measures are aggregated into a single score for each axis, they may be weighted for their relative importance to educator effectiveness determinations. When the scores are combined, they will yield one rating for each axis with 5 being the highest rating and 1 being the lowest. The final rating would then be determined by locating the cell that represents the cross section of the practice and outcome ratings. The pink highlighted cells in the upper-left corner represent a “Developing” rating, the empty grey cells represent an “Effective” rating, and the pink highlighted cells in the lower-right corner represent an “Exemplary” rating. Should the results indicate that scores for practice and outcomes are substantially different (e.g., very high for student outcomes but very low for practice) a review would be triggered to investigate the discrepancy.



**Figure 3: Educator effectiveness matrix**

## *5. Differentiated Evaluation Schedules*

New educators (first three years in a district) will be evaluated annually. Struggling educators (those whose summative performance rating is “Developing”) will be evaluated annually. Veteran, non-struggling educators will be evaluated once every three years, although these educators could be evaluated on a subset of performance dimensions each year, with the entire set covered over a three year period. These specifications refer to summative evaluations. Formative evaluation shall be ongoing for all educators.

## *6. Skilled Evaluators*

To ensure consistency and maintain both rigor and quality, all evaluators will be required to complete a comprehensive certified training program that is consistent across the state.

For the purpose of summative evaluation, an educator’s immediate supervisor will be the primary evaluator teaching practice. However, the Design Team recognizes the benefits of multiple observers and therefore encourages the use of a second observer, such as a peer, administrator or evaluator from an institute of higher education.

The Design Team also recognizes that this is not always practical within the current school staffing structure, and therefore recommends that pre-service internships be explored as a way to supplement staff time during the development phase. Pre-service interns could potentially cover classroom time to allow master educators, cooperating teachers, or outside observers to serve as peer evaluators. Similarly, pre-service principal internships should be considered.

## *7. Formative and Summative Use of Evaluation Data*

The evaluation process will include multiple forms of evidence, and will serve both formative and summative evaluation needs. A manual detailing evidence sources, the frequency of data collection, timelines and procedures for collection and analysis of evidence will be developed. Formative evaluation shall be ongoing. Summative evaluations shall follow the timelines specified in the manual.

Data issues (e.g. longitudinal tracking, teacher-student linkages, data warehousing) will be handled by a uniform statewide system. The Design Team recommends that the laws and regulations of the State of Wisconsin must ensure that personally identifiable information in relation to the evaluation system is not subject to public disclosure. As such, individual evaluation ratings (and subcomponents used to determine ratings) are not subject to open records requests.

Non-personally identifiable data will be used to ensure institutional and system accountability and improvement. For example:

- Traditional and alternative preparation programs for teachers and principals

- Induction, mentoring, and professional development programs
- The validity, reliability, fairness, and fidelity of implementation of the educator evaluation system
- Other appropriate research and accountability purposes subject to DPI approval, state and federal regulations, or individual institutional review boards (IRBs).

The privacy of evaluation ratings will be aligned with school and district accountability system suppression rules.

### *8. Equivalency Review Process*

Districts will have the flexibility to create their own rubrics of educator practice. Districts must apply to the State Superintendent to develop their own rubrics (and related training, tools, etc.) provided they meet the Wisconsin Model Educator Effectiveness System standards (to be defined in the development phase). The equivalency review process will require the following:

1. The measurement of educator practice will be reported on comparable scales.
2. The method for combining the ratings from the two components (educator practice and student outcomes) must be consistent statewide.
3. The timeline for development and initial implementation will be the same.
4. Every teacher and principal will be rated according to the state-defined performance rating categories: Developing, Effective, or Exemplary.

The equivalency review process will require districts to engage staff in the development of rubrics and other training tools. For teachers, rubrics must be aligned with the 2011 InTASC Standards and be comparable to the Danielson domains and components. For principals, rubrics must be aligned with the 2008 ISLLC Standards and be comparable to the ISLLC subordinate functions.

## **IV. Moving the Framework Forward**

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The Design Team recognizes the urgency of moving this work forward. In particular—as spelled out in the ESEA flexibility guidance (NCLB waivers)—the state is required to have a fully implemented educator effectiveness system by 2014-15.

In many areas, the bulk of the work lies ahead, and the Framework for Educator Effectiveness is only a start. The Framework highlights the issues most critical in developing and implementing a new statewide Educator Effectiveness system. Even beyond the development and piloting years, the state model must be continuously improved based on educators' feedback and experience.

## *Role of the State*

The state will be responsible for developing, piloting, implementing, evaluating and maintaining the high quality evaluation system. The statewide Educator Effectiveness model will be fully developed, piloted and implemented by 2014-15 to meet ESEA Flexibility requirements (NCLB waivers)<sup>5</sup>, and will coincide with Wisconsin's school and district accountability reform effort. DPI will be responsible for this work and ensuring alignment within the broader accountability system. DPI will work to identify and leverage resources wherever possible, but all work outlined in the Framework and required by a high-quality statewide system is contingent on funding.

## *Stakeholder Involvement*

DPI has convened a coordinating committee representing diverse stakeholders that will provide guidance and feedback throughout the development, pilot, and initial implementation phases of the model, at least through the 2014-2015 school year.

Districts are also encouraged to collaborate with DPI on the development, pilot and training phases. The state will encourage districts to begin implementing the new system as soon as possible and will allow any district wishing to implement the new system early to do so.

## *Timeline*

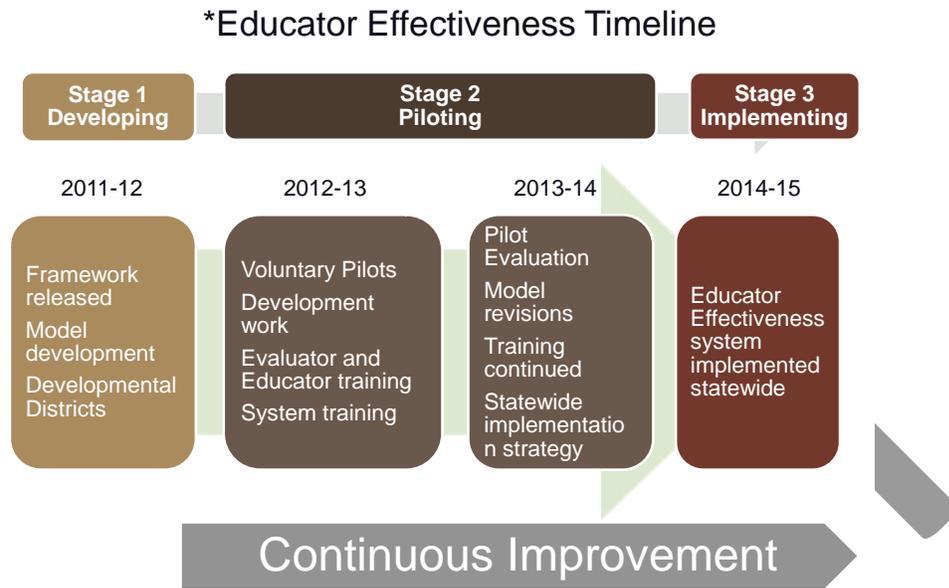
As detailed in Figure 4 and the multi-stage timeline below, work to move from the framework to a state system has already begun and must continue with an aggressive pace to ensure the development, piloting and implementation of the full system.

However, resources to implement these recommendations have yet to be identified, budgeted, or legislated. The following points on resource allocation require action:

1. The Design Team recommends that a thorough review of current statutes, rules, and policies that govern the preparation, induction, and licensure of Wisconsin educators should be completed as quickly as possible. The review should be completed to ensure that Wisconsin statutes, rules, and policies are supportive of the Framework for Educator Effectiveness. It is critical that state processes affecting educators—from preparation through professional development—are aligned with the definition of effectiveness and intended to increase educator effectiveness.
2. The state must allocate sufficient staff, time, and resources to develop, pilot, implement, evaluate, and maintain a high quality educator effectiveness system.

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<sup>5</sup> ESEA Flexibility, (<http://www.ed.gov/esea/flexibility>)



*\*All work contingent on funding and resources*

**Figure 4: Overview of educator effectiveness timeline**

## **STAGE 1: Developing**

### *Phase 1 – Design Phase (December 2010 to October 2011)*

- Design Team review of existing research and best practices
- Major design features decided for teachers and principals
- Publish Wisconsin Framework for Educator Effectiveness

### *Phase 2 – Development Phase (November 2011 – June 2012)*

- Convene State Superintendent’s Coordinating Council on Educator Effectiveness
- Workgroups develop rubrics and process manuals for all elements of the system

## **STAGE 2: Piloting**

### *Phase 3 – Developmental Pilot Phase (July 2012 – June 2013)*

- Train Pilot Districts, Support Pilot Districts, Evaluate Pilot
- Revise and/or refine the model based upon data from pilot process

- Evaluate model
- Development of rubrics and process manuals for educators other than teachers and principals

#### *Phase 4 – Full Pilot Phase (July 2013 – June 2014)*

- Revise and/or refine model based upon data from pilot process
- Expand pilot, training, and implementation
- Evaluate model

### **STAGE 3: Implementing**

#### *Phase 5 – Implementation (July 2014 – June 2015)*

- Refine model based upon data from two year pilot
- Train and prepare districts for statewide implementation
- Statewide implementation of Educator Effectiveness system

## **V. Conclusion**

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The members of the Design Team are clear: a state educator effectiveness system marks a major shift for Wisconsin, and will require tremendous commitment on the part of the legislature, teacher preparation programs, the state education agency, local districts and educators throughout the state to implement this system. The work ahead, while significant, is both necessary and attainable. The Design Team believes that it has established a solid foundation and looks now to the state legislature, DPI, local districts, and stakeholders to advance this important initiative. Working collaboratively, we have the opportunity to implement a system that lives up to Wisconsin's proud educational legacy.

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Council of Chief State School Officers (CCSSO): <http://ccsso.org/>

Department of Public Instruction (DPI): <http://dpi.wi.gov/home.html>

DPI – Educator Effectiveness: <http://dpi.state.wi.us/tepd/edueff.html>

State Consortium on Educator Effectiveness (SCEE) <http://scee.groupsie.com/main/summary>

Danielson website: <http://charlottedanielson.com/>

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## VII. Appendices

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Appendix A: Design Team Members

Appendix B: Workgroup Members

Appendix C: Partner Organizations

Appendix D: Overview of Wisconsin Educator Effectiveness System

Appendix E: 2011 InTASC Model Core Teaching Standards

Appendix F: 2008 ISLLC Educational Leadership Policy Standards

Appendix G: Charlotte Danielson's *A Framework for Teaching* Domains and Components

Appendix H: Student Outcome Weights

Appendix I: Glossary

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DRAFT

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## Appendix D: Overview of Wisconsin Educator Effectiveness System

### PRE-SERVICE ASSESSMENT

- Candidates must participate in an 18 week clinical experience and demonstrate mastery of the educator standards. To that end, the State currently is implementing the Teacher Performance Assessment to better evaluate both candidates and preparation programs. (*Wis. Stat. § 118.19 (3)*)

### INDUCTION & MENTORING

- Wisconsin school districts are required to provide a support system for first year initial educators, including ongoing orientation, support seminars and a qualified mentor. This work is supported through state grants, professional associations and regional Cooperative Education Service Agencies (CESAs). (*Wis. Admin. Code § PI 34.17(3)*)

### ADVANCEMENT & PROFESSIONAL DEVELOPMENT

- Under the State's tiered licensure system (initial, professional and master), educators are required to complete a Professional Development Plan (PDP) that includes student outcome data and reflections of practices. (*Wis. Admin. Code § PI 34.17(3)*)

### EVALUATION & IMPROVEMENT

- The new statewide evaluation framework is based 50% on student data and 50% on professional practice, drawn from multiple measures of performance including student growth, attainment, and classroom observations. This new system will inform induction supports, professional development and advancement. (*2011 Wisconsin Act 166, Wis. Stat. § 121.02 (1)(q) and Wis. Admin. Code § PI 8.01(2)(q)*).

**Appendix E: 2011 InTASC Model Core Teaching Standards**

	<i>Teachers</i> <i>2011 InTASC Model Core Teaching Standards</i>
<b>Standard 1</b>	Learner Development: The teacher understands how learners grow and develop, recognizing that patterns of learning and development vary individually within and across the cognitive, linguistic, social, emotional, and physical areas, and designs and implements developmentally appropriate and challenging learning experiences.
<b>Standard 2</b>	Learning Differences: The teacher uses understanding of individual differences and diverse cultures and communities to ensure inclusive learning environments that enable each learner to meet high standards.
<b>Standard 3</b>	Learning Environments: The teacher works with others to create environments that support individual and collaborative learning, and that encourage positive social interaction, active engagement in learning, and self motivation.
<b>Standard 4</b>	Content Knowledge: The teacher understands the central concepts, tools of inquiry, and structures of the discipline(s) he or she teaches and creates learning experiences that make the discipline accessible and meaningful for learners to assure mastery of the content.
<b>Standard 5</b>	Application of Content: The teacher understands how to connect concepts and use differing perspectives to engage learners in critical thinking, creativity, and collaborative problem solving related to authentic local and global issues.
<b>Standard 6</b>	Assessment: The teacher understands and uses multiple methods of assessment to engage learners in their own growth, to monitor learner progress, and to guide the teacher's and learner's decision making.
<b>Standard 7</b>	Planning for Instruction: The teacher plans instruction that supports every student in meeting rigorous learning goals by drawing upon knowledge of content areas, curriculum, cross-disciplinary skills, and pedagogy, as well as knowledge of learners and the community context.
<b>Standard 8</b>	Instructional Strategies: The teacher understands and uses a variety of instructional strategies to encourage learners to develop deep understanding of content areas and their connections, and to build skills to apply knowledge in meaningful ways.
<b>Standard 9</b>	Professional Learning and Ethical Practice: The teacher engages in ongoing professional learning and uses evidence to continually evaluate his/her practice, particularly the effects of his/her choices and actions on others (learners, families, other professionals, and the community), and adapts practice to meet the needs of each learner.
<b>Standard 10</b>	Leadership and Collaboration: The teacher seeks appropriate leadership roles and opportunities to take responsibility for student learning, to collaborate with learners, families, colleagues, other school professionals, and community members to ensure learner growth, and to advance the profession.

**Appendix F: 2008 ISLLC Educational Leadership Policy Standards**

	<i>Principals</i> <i>2008 ISLLC Educational Leadership Policy Standards</i>
<b>Standard 1</b>	<p>An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.</p> <p>Functions:</p> <ul style="list-style-type: none"> <li><b>A.</b> Collaboratively develop and implement a shared vision and mission</li> <li><b>B.</b> Collect and use data to identify goals, assess organizational effectiveness, and promote organizational learning</li> <li><b>C.</b> Create and implement plans to achieve goals</li> <li><b>D.</b> Promote continuous and sustainable improvement</li> <li><b>E.</b> Monitor and evaluate progress and revise plans</li> </ul>
<b>Standard 2</b>	<p>An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.</p> <p>Functions:</p> <ul style="list-style-type: none"> <li><b>A.</b> Nurture and sustain a culture of collaboration, trust, learning, and high expectations</li> <li><b>B.</b> Create a comprehensive, rigorous, and coherent curricular program</li> <li><b>C.</b> Create a personalized and motivating learning environment for students</li> <li><b>D.</b> Supervise instruction</li> <li><b>E.</b> Develop assessment and accountability systems to monitor student progress</li> <li><b>F.</b> Develop the instructional and leadership capacity of staff</li> <li><b>G.</b> Maximize time spent on quality instruction</li> <li><b>H.</b> Promote the use of the most effective and appropriate technologies to support teaching and learning</li> <li><b>I.</b> Monitor and evaluate the impact of the instructional program</li> </ul>
<b>Standard 3</b>	<p>An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.</p> <p>Functions:</p> <ul style="list-style-type: none"> <li><b>A.</b> Monitor and evaluate the management and operational systems</li> <li><b>B.</b> Obtain, allocate, align, and efficiently utilize human, fiscal, and technological resources</li> <li><b>C.</b> Promote and protect the welfare and safety of students and staff</li> <li><b>D.</b> Develop the capacity for distributed leadership</li> <li><b>E.</b> Ensure teacher and organizational time is focused to support quality instruction and student learning</li> </ul>

	<p><b><i>Principals</i></b></p> <p><b><i>2008 ISLLC Educational Leadership Policy Standards</i></b></p>
<b>Standard 4</b>	<p>An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.</p> <p>Functions:</p> <ul style="list-style-type: none"> <li><b>A.</b> Collect and analyze data and information pertinent to the educational environment</li> <li><b>B.</b> Promote understanding, appreciation, and use of the community’s diverse cultural, social, and intellectual resources</li> <li><b>C.</b> Build and sustain positive relationships with families and caregivers</li> <li><b>D.</b> Build and sustain productive relationships with community partners</li> </ul>
<b>Standard 5</b>	<p>An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.</p> <p>Functions:</p> <ul style="list-style-type: none"> <li><b>A.</b> Ensure a system of accountability for every student’s academic and social success</li> <li><b>B.</b> Model principles of self-awareness, reflective practice, transparency, and ethical behavior</li> <li><b>C.</b> Safeguard the values of democracy, equity, and diversity</li> <li><b>D.</b> Consider and evaluate the potential moral and legal consequences of decision-making</li> <li><b>E.</b> Promote social justice and ensure that individual student needs inform all aspects of schooling</li> </ul>
<b>Standard 6</b>	<p>An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.</p> <p>Functions:</p> <ul style="list-style-type: none"> <li><b>A.</b> Monitor and evaluate the management and operational systems</li> </ul>

## **Appendix G: Charlotte Danielson's Framework for Teaching Domains and Components**

### **Domain 1: Planning and Preparation**

- Demonstrating Knowledge of Content and Pedagogy
- Demonstrating Knowledge of Students
- Setting Instructional Outcomes
- Demonstrating Knowledge of Resources
- Designing Coherent Instruction
- Designing Student Assessments

### **Domain 2: The Classroom Environment**

- Creating an Environment of Respect and Rapport
- Establishing a Culture for Learning
- Managing Classroom Procedures
- Managing Student Behavior
- Organizing Physical Space

### **Domain 3: Instruction**

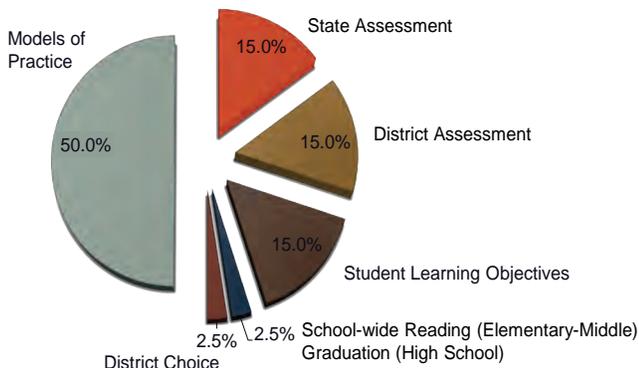
- Communicating with Students
- Using Questioning and Discussion Techniques
- Engaging Students in Learning
- Using Assessment in Instruction
- Demonstrating Flexibility and Responsiveness

### **Domain 4: Professional Responsibilities**

- Reflecting on Teaching
- Maintaining Accurate Records
- Communicating with Families
- Participating in a Professional Community
- Growing and Developing Professionally
- Showing Professionalism

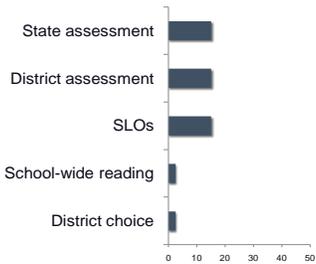
## Appendix H: Student Outcome Weights

### Student Outcome Detail (50% of evaluation)



### Student Outcome Weights—PK- 8

State assessment, district assessment, SLOs, and other measures

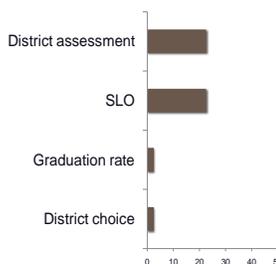


SLOs and other measures

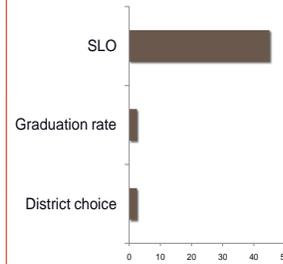


### Student Outcome Weights—9 -12

State assessment, district assessment, SLOs, and other measures



SLOs



## Appendix I: Glossary

Source: TQ Center <http://www.tqsource.org/>

1. **Classroom Observations** - Used to measure observable classroom processes including specific teacher practices, aspects of instruction, and interactions between teachers and students. Classroom observations can measure broad, overarching aspects of teaching or subject-specific or context specific aspects of practice.
2. **Effective Principal** - An effective principal shapes schools strategy and educational practices that foster the intellectual, social and emotional growth of children, resulting in measureable growth that can be documented in meaningful ways.
3. **Effective Teacher** - An effective teacher consistently used educational practices that foster the intellectual, social and emotional growth of children, resulting in measureable growth that can be documented in meaningful ways.
4. **Formative Evaluation** - Formative evaluation is a process used to gather feedback on educator practice and student outcomes in order to adjust on-going teaching and leading, and to improve student outcomes. Formative evaluations occur within the teaching and learning process and, as a result, are often dynamic, in-the-moment, small-scale evaluations. This can be considered an evaluation of the process.
5. **Multiple Measures of Student Learning** -The various types of assessments of student learning, including for example, value-added or growth measures, curriculum-based tests, pre/post tests, capstone projects, oral presentations, performances, or artistic or other projects.
6. **Multiple Measures of Teacher Performance** -The various types of assessments of teachers' performance, including, for example, classroom observations, student test score data, self-assessments, or student or parent surveys.
7. **Non-tested Grades and Subjects** -Refers to the grades and subjects that are not required to be tested under the Elementary and Secondary Education Act.
8. **School Performance Outcomes** - A participatory method of setting measurable goals, or objectives, based on the specific school student data, such as the baseline performance of the students, and the measurable gain in student performance during the course of the year. SPOs can be based on standardized assessments, but they also may be based on school-developed assessments if they are "rigorous and comparable across districts." The general method of SPOs draws on both effective pedagogical practices and approaches to goal setting and evaluation and task motivation found in multiple professions.
9. **Standards for Professional Practice** - A set of ideals for what behaviors, skills, knowledge and dispositions teacher should exhibit.
10. **Student Growth** - The change in student achievement for an individual student between two or more points in time. A state also may include other measures that are rigorous and comparable across classrooms.

- 11. Student Learning Objectives (SLOs)** - A participatory method of setting measurable goals, or objectives, based on the specific assignment or class, such as the students taught, the subject matter taught, the baseline performance of the students, and the measurable gain in student performance during the course of instruction. SLOs can be based on the Elementary and Secondary Education Act or other standardized assessments, but they also may be based on teacher-developed or other classroom assessments if they are “rigorous and comparable across classrooms.” The general method of SLOs draws on both effective pedagogical practices and approaches to goal setting and evaluation and task motivation found in multiple professions. In some instances, SLOs are shared by a team of job-alike teachers.
- 12. Student Surveys** - Questionnaires that typically ask students to rate teachers on an extent-scale regarding various aspects of teachers’ practice as well as how much students say they learned or the extent to which they were engaged.
- 13. Summative Evaluation** - A summative evaluation is designed to assess the cumulative results of educator practice and student outcomes in order to determine the effectiveness of an educator at a given (end) point in time. Summative evaluations can occur annually or at predetermined intervals, but are cumulative in nature, and therefore evaluate performance after a period of time. This can be considered an evaluation of the outcomes.
- 14. Teacher Self-Assessments** - Surveys, instructional logs, or interviews in which teachers report on their work in the classroom; the extent to which they are meeting standards; and in some cases, the impact of their practice. Self-assessments may consist of checklists, rating scales, and rubrics and may require teachers to indicate the frequency of particular practices.
- 15. Reliability** - The ability of an instrument to measure teacher performance consistently across different rates and different contexts.
- 16. Validity** - The ability of an instrument to measure the attribute that it intends to measure.
- 17. Value-Added Models (VAMs)** - Complex statistical models that attempt to determine how specific teachers and schools affect student achievement growth over time. This model generally uses at least two years of students’ test scores and may take into account other student-and school-level variables, such as family background, poverty, and other contextual factors. VAMs attempt to determine the extent to which changes in student performance can be attributed to a specific school and/or teacher compared with that of the average school or teacher.

## News Release

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FOR IMMEDIATE RELEASE

DPI-NR 2011-125

Monday, November 7, 2011

Contact: Patrick Gasper, DPI Communications Officer, (608) 266-3559

### Evaluation system to balance educator practice and student outcomes

*Framework for Educator Effectiveness is first step in model evaluation system*

MADISON — Teachers and principals will be evaluated on their professional practice and student achievement in an educator evaluation system outlined in a preliminary report issued today by the Wisconsin Educator Effectiveness Design Team. State Superintendent Tony Evers appointed the group last December.

As described in the *Wisconsin Framework for Educator Effectiveness*, student outcomes and educator practice will be weighted equally to create an educator effectiveness performance rating. Outcomes for students will come from multiple measures. Those include value-added data from state assessments, district assessment data, student learning objectives, school-wide reading at the elementary level and graduation at the high school level, and district choice data based on improvement strategies.

Educator practice, which also will account for 50 percent of the evaluation rating, will be based on standards such as instructional strategies, classroom organization, content knowledge, school culture, and collaboration with faculty and the community. The standards come from the nationally recognized 2011 Interstate Teacher Assessment and Support Consortium (InTASC) Model Core Teaching Standards and the 2008 Interstate School Leaders Licensure Consortium (ISLLC) Educational Leadership Policy Standards.

“Centered on student learning, fair, valid, and reliable — these are core principles for our educator effectiveness framework,” said State Superintendent Tony Evers. “Our performance-based evaluation system will support teachers and principals in their job of educating students and help our educators improve throughout their careers.”

In the framework, an effective educator is defined as consistently using educational practices that foster the intellectual, social, and emotional growth of children. That growth, documented in meaningful ways, will be part of the evaluations conducted by a teacher’s or a principal’s immediate supervisor. The evaluation system will include multiple forms of evidence and will serve both formative and summative evaluation needs. Evaluations will include observations, a review of documents, surveys, data, and discussions with the educator. Evaluations will result in a

(more)

performance rating at one of three levels: developing, effective, and exemplary. For all ratings, the evaluation will identify areas of strength and areas for improvement to be addressed through professional development.

New educators, who are in the first three years in a district, and educators, whose performance rating is at the developing level, will be evaluated annually. Veteran, non-struggling educators will have a summative evaluation every three years, though these educators could be evaluated on a subset of performance dimensions each year, with the entire set covered over a three-year period. Formative evaluation will be ongoing for all educators. When fully developed and implemented, the system will support a full range of human resource decisions.

Mary Bell, president of the Wisconsin Education Association Council, and Bryan Kennedy, president of the American Federation of Teachers-Wisconsin, commended the efforts of other members who worked with them on the design team. “Through consensus building, Wisconsin will be using an educator evaluation system that will improve teaching and student learning,” Bell said. “We have taken solid steps in the development of an evaluation system that constructively uses student outcome data and professional practice,” Kennedy added.

As work continues on developing the model evaluation system, the 2012-13 and 2013-14 school years will involve piloting the model, evaluator and educator training, evaluating and revising the model as well as identifying a statewide implementation strategy. Full implementation of the model in the 2014-15 school year depends on funding to identify or develop rubrics for educator practice, training for educators and evaluators, continuing efforts on the state’s data system to link student achievement data with an individual educator, establishing reliable calculations for value-added student outcomes, and increasing the capacity of local districts to collect and use student outcome data.

“The Wisconsin Educator Effectiveness Framework provides a good foundation for a statewide model evaluation system,” said John Ashley, executive director of the Wisconsin Association of School Boards. “Additionally, the framework recognizes that many districts have evaluation systems in place and allows districts flexibility to create or continue using their own rubrics of educator practice.”

Julie Underwood, dean of the University of Wisconsin-Madison School of Education, praised the framework for its comprehensiveness. “The educator effectiveness design team’s work gives us the opportunity to align our system from pre-service education, to professional development, and evaluation,” she said.

Miles Turner, executive director of the Wisconsin Association of School District Administrators, and Jim Lynch, executive director of the Association of Wisconsin School Administrators, also were active on the design team. “This is exciting work. We are developing resources that will move Wisconsin ahead with a performance-based evaluation system that respects the collaborative nature of successful schools,” Turner said. “We have a

(more)

educator effectiveness framework – page 3

tremendous opportunity to take the work of the design team and develop a well thought-out model evaluation system. It will take our continued best efforts, at the state and local level, to seize this opportunity,” Lynch added.

The work group and design team, made up of leaders from a broad range of education stakeholders, developed the *Wisconsin Educator Effectiveness Framework*. Representatives came from: the American Federation of Teachers (AFT), Association of Wisconsin School Administrators (AWSA), Office of the Governor, Professional Standards Council, University of Wisconsin-Madison School of Education, Wisconsin Association of Colleges of Teacher Education (WACTE), Wisconsin Association of Independent Colleges and Universities (WAICU), Wisconsin Association of School Boards (WASB), Wisconsin Association of School District Administrators (WASDA), and Wisconsin Education Association Council (WEAC). Critical to the process was technical assistance provided by researchers from the Wisconsin Center for Education Research (WCER), Great Lakes West Regional Comprehensive Center (GLW), and Regional Educational Laboratory (REL) Midwest. National work by the State Consortium on Educator Effectiveness, led by the Council of Chief State School Officers, guided the state design team and work group efforts. The design team developed a timeline for moving the framework into a statewide model will ensure the process is not rushed.

As a next step, the state superintendent will convene a state coordinating committee, representing diverse stakeholders who will provide guidance and feedback to the Department of Public Instruction throughout the development, pilot, and initial implementation phases. That committee will work through 2014-15 when the evaluation system will be implemented statewide.

“I am happy to accept the recommendations in the Wisconsin Framework for Educator Effectiveness,” Evers said. “We need to move ahead to ensure the effectiveness of educators in our schools and classrooms. The timeline in the framework gives us the opportunity to do this right so we improve academic achievement for all students.”

###

**NOTE:** Additional information, including a copy of the *Wisconsin Framework for Educator Effectiveness Preliminary Report and Recommendations*, is available on the Department of Public Instruction Educator Effectiveness website <http://dpi.wi.gov/tepd/edueff.html>. This news release is available electronically at [http://dpi.wi.gov/eis/pdf/dpinr2011\\_125.pdf](http://dpi.wi.gov/eis/pdf/dpinr2011_125.pdf).

## **WEAC and AFT Recommendations to State Superintendent Tony Evers**

*November 21, 2011*



The Wisconsin Education Association Council (WEAC) and the American Federation of Teachers, Wisconsin, (AFT) submit the following recommendations to the Governor’s School Accountability Task Force. The recommendations are informed by a series of eight public events held around the state entitled **Speak Out for Public Schools: The ABC’s of School Accountability**. The Speak Out events were promoted and open to the public. Local media were invited and attended each of the events. They occurred in Eau Claire, Weston (DC Everest), Superior, Reedsburg, Oshkosh, South Milwaukee, Kenosha and Green Bay. The events started on September 20th and concluded on November 8th.

More than 500 Wisconsin parents, community members, teachers, support professionals and school officials attended the events. The events were organized around four discussion areas: school programs and services, student achievement, teaching effectiveness and parent/community involvement in schools. The discussions were conducted in small groups of six to ten participants. Small group discussions were led by local volunteers. The format was designed to allow individuals ample opportunity to voice their opinions and to suggest ideas not specifically addressed by the discussion questions. Individual responses to questions were collected and tabulated.

Additional conversation and input was generated through an online Facebook page at [www.facebook.com/SpeakOutWisconsin](http://www.facebook.com/SpeakOutWisconsin). Review of Facebook discussions served as an additional basis for the recommendations.

The recommendations offered by WEAC and AFT are:

- **Recommendation #1:** Wisconsin should create a holistic system of school accountability.
- **Recommendation #2:** Wisconsin should develop specific criteria for assessing non-tested subject areas.
- **Recommendation #3:** Wisconsin should assess key indicators of school quality, including class size, the quality and availability of staff professional development programs, the availability of vital student support services and school climate.
- **Recommendation #4:** Wisconsin should link educator evaluation systems to professional development programs that promote teaching effectiveness.
- **Recommendation #5:** Wisconsin should provide parents with access to meaningful information regarding the strengths and weaknesses of their schools.

**Recommendation #1: Wisconsin should create a holistic system of school accountability.**

Issues surrounding school and teacher accountability are being discussed with increasing frequency nationally, with many states contemplating and even enacting new systems and measures. When asked about accountability, Wisconsinites who attended the statewide series of listening sessions identified breadth of curriculum and student support services as some of the most important qualities they value in their schools. And, regarding school improvement and teacher effectiveness, participants identified class size, school environment (climate) and professional development as key areas that mattered most.

Many of these measures fall on the input side of the school equation, and stand in contrast to the standard set of outputs (test scores, disaggregated test scores and graduation rates) that have come to dominate school accountability. Outputs are important markers, but they do not tell us what we need to do to improve school performance. Efforts to improve school quality must identify variables internal to the process of education itself that are directly related to student learning. These inputs include teacher quality, professional development, the availability of subject-specific and developmental specialists, class size, tutoring and other academic support services for students, and effective school leadership, to name but a few.

The question before us today is how to build an accountability system that balances the measure of vital inputs (programs and services for children) with standard output measures. How, in other words, can we build an accountability system that actually measures the programs and services that the public values most?

Parents and community members attending the listening sessions identified art, music, foreign language, and career and/ technical education specifically as classes that they are most concerned about losing—or that they want more of in districts where such programs were deemed insufficient.

Because student outcomes in these subjects are difficult to measure through the present regime of standardized testing, the state accountability system must incorporate school-based measures of student performance if they are to respect the integrity of these disciplines.

**Wisconsin can create a holistic assessment system that better informs strategies to improve achievement and better reflects what parents and community members value most by:**

- Balancing inputs (programs and services for children) with standardized outcome measures, and
- By incorporating school-based performance measures in non-tested subjects into the overall set of metrics used to assess education.

In order to incorporate non-tested subjects into the accountability system, Wisconsin must first identify the basic qualities it aspires to, specifically for art, music, foreign language and career and/ technical education. Then it can determine the extent to which school districts are meeting standards related to (1) opportunity to learn, and (2) quality. Do all students statewide have equal access to such programs?

At what grade levels should the different subjects be introduced? And how do we measure the quality of these programs in objective fashion?

**Recommendation #2: Wisconsin should develop specific criteria for assessing non-tested subject areas.**

Wisconsin has academic standards established in a number of areas, and they should be enhanced to include robust offerings in art, music, physical education, foreign language, and career and/ technical education. Speak Out participants were most concerned about preserving these curricular offerings, and Wisconsin should develop a unique set of rubrics for each of these non-tested subjects.

WEAC and AFT recognize that assessing non-tested subjects such as art and music poses many challenges. Further inquiry and discussion are needed to develop an assessment model that will work for Wisconsin. Nevertheless, we believe that, at minimum, non-tested subjects can be assessed using the four sets of criteria outlined below.

**(A) Measure the quantity and duration of such programming (opportunities to learn)**—what are the minimum number of hours and days of instruction and number of course offerings that should be made available to students, what percentage of students should be able to participate at different grade levels, and are school districts meeting these requirements?

**(B) Use teacher qualifications as a measure of program quality**—quality measures should include the qualifications of staff teaching the different programs beyond basic licensure requirements. How do you measure a highly qualified foreign language teacher? How about a teacher of art? Are more robust experiences needed than traditional schooling that would allow teachers to be more effective in class? Are there specific certificate programs that better enrich teachers and help them be more effective? One possible measure of teacher qualification is National Board Certification, given its rigor and availability in almost all subject areas. Other criteria should also be explored.

**(C) Establish school-based performance measures**—the state also needs to establish simple and clear parameters outlining criteria for performance assessment that schools can use to measure student achievement in these programs. Performance is the ability of a student to exhibit actions that show understanding of a subject. In science, for example, a student’s knowledge of the experimental method is better measured by having them perform an actual experiment and assessing the process than by asking a series of questions on a standardized exam. Similar performance expectations should be developed for art, music, foreign language and career and/ technical education.

In music, for example only, 10th grade students might be expected to play basic scales on their instrument, and successfully master compositions for band or orchestra performance. Different skills and expectations would be set for different grade levels.

In art, students might be expected to understand primary colors and color composition by the end of middle school. Art students in high school might be expected to establish rudimentary skills of creating dimension (depth) in sketches and paintings. In short, performance measures are those where students can demonstrate a level of mastery over a given topic, which is especially important for subjects that are not easily measured by standardized tests.

Other program performance measures might also be developed. For example, we know that music and art teachers value the role of families and the community and look for regular opportunities to build partnerships that extend beyond school (community music festivals, performances at nursing homes, community art fairs, etc.). Standards might be developed that measure the frequency and adequacy of such outreach programs.

School districts would be required to construct their assessments based on guidelines provided by the state, but implemented locally.

**(D) Set participation goals and determine if these subjects improve graduation rates**—the state should set goals that a minimum percentage of at-risk students participate in art, music, foreign language and career and/ technical education in pilot districts and establish an ongoing study to determine any correlation with rates of graduation.

By assessing the extent to which students are offered these subjects by grade level, by establishing quality measures for teachers that are discipline specific, and by creating standards that allow school districts to score student performance, Wisconsin can create a rigorous and objective set of accountability measures in non-tested subjects, while ensuring their survival in an environment of ever-narrowing curricular offerings.

**Recommendation #3: Wisconsin should assess key indicators of school quality, including class size, the quality and availability of staff professional development programs, the availability of vital student support services and school climate.**

When asked about school improvement strategies, participants rated highly the importance of class size, professional development for staff, and a positive school climate, which includes relations between staff and administrators as well as those within the overall school. These topics account for more than a third of the responses to the question “How do we improve schools where the students are struggling?” Importantly, class size, professional development, and a positive school climate also ranked highly as strategies participants identified to support effective teaching.

Participants also identified student support services, which include academic support (tutoring and mentoring) in addition to guidance and psychological counseling, as highly valued programs.

Accordingly, the state’s accountability system should measure class size. It should also gauge the level and nature of support services for children. In addition, school climate should be assessed with annual state-developed surveys to ensure comparability between schools and districts.

Professional development poses a larger challenge. The frequency of professional development could be counted, but the quality of those programs—the extent to which they are targeted to specific needs of individual teachers—is more difficult to assess.

One strategy is for the state to establish a best practices guideline that it then asks school districts to adopt. Accountability would be a measure of the extent to which districts adhere to the guideline. A small number of expert teams could be created to work with low-performing schools to implement these practices. Other school districts could be randomly audited every few years to measure their progress.

Ultimately, the extent to which these input measures help student achievement will be checked by output measures, such as standardized tests in reading and math, which undoubtedly will remain as one component of any accountability system. The relationship between these input variables, school-based performance measures, and outcomes can then be better analyzed.

**Recommendation #4: Wisconsin should link educator evaluation systems to professional development programs that promote teaching effectiveness.**

If the purpose of accountability is to improve student achievement, then the role of teaching is integral. Expectations for teachers continue to increase and today's teacher is required to have more knowledge than her/his predecessors about subject matter and the skills necessary to teach effectively. This requires knowledge of child development, learning styles and different methods of teaching to meet the needs of all students in our increasingly diverse state. Our teacher evaluation system needs to be aligned with what we know are the characteristics of effective teaching.

Speak Out participants cited, and WEAC and AFT agree, that teachers must know the subjects they teach, must understand child development as it pertains to learning, and must be able to adapt their lesson plans to children with different learning styles.

It is hoped that Wisconsin's new teacher evaluation system being developed through the State Superintendent's Educator Effectiveness Design Team will be an important step in appraising a teacher's understanding of and ability to practice different teaching methods. Ideally, professional development programs (suggested above) would be aligned with these new teacher evaluations and offer development opportunities in areas identified through the evaluation process.

Participants, it should be noted, overwhelmingly reject the use of standardized test scores as a primary means to help improve teaching, although they do support using growth measures of student progress through the school year. They reject basing pay on standardized test scores and reject tying evaluation primarily to standardized test scores.

Instead, participants favor as the best strategies to help effective teaching: teacher mentoring, professional development, reasonable class sizes, and maintaining a positive school climate.

*Participants, in other words, believe that strategies that promote the growth of teaching are the best means we have to improve overall academic quality and achievement.*

Accordingly, as part of the state accountability system, Wisconsin should report by district: the percentage of new teachers with trained mentors, the percentage of teachers working toward master status, the percentage of teachers with master status, and rates of teacher retention not related to an individual's inability to gain professional licensure (in which case they are forced to leave the profession).

**Recommendation #5: Wisconsin should provide parents with access to meaningful information regarding the strengths and weaknesses of their schools.**

Information collected at the state level from each of the assessments outlined in recommendations 1 through 4 should be available to parents, teachers, school officials and others through a transparent and easily understood system. Additional information, such as the hours and numbers of course offerings by district, teacher and staff expertise, and school performance standards for non-tested subjects, would be posted and made available to the public while maintaining current confidentiality protections afforded to students and staff. This information should become part of a new standard for school performance reports.

**Conclusion**

A holistic accountability system would (1) incorporate input variables (programs and services for children) linked to achievement, (2) incorporate school-based performance measures for non-tested subjects, and (3) put in place measures that promote teacher growth. A holistic system is more likely to promote student growth than an outputs-only accountability system because it measures what affects classroom teaching and the level of support services and programs for children. It would also have the advantage of reflecting what parents and the community value most in their schools.

-end-

# Crafting a New Accountability System for Wisconsin

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## **Purpose & Background**

The purpose of the School and District Accountability Design Team is to design a fair and accurate accountability system that measures the growth and attainment of all students, including those in traditional public schools, charter schools, and private school choice programs, to ensure that every Wisconsin child has the opportunity to graduate ready to succeed in college or a career.

Redesigning Wisconsin's school and district accountability system is driven by our shared desire to raise achievement and learning among all Wisconsin students to world-class levels. Using rigorous benchmarks, our goal is to ensure all students have the opportunity to graduate from high school ready for college and career success.

Wisconsin has new world-class standards with the adoption of the Common Core State Standards in English Language Arts and Mathematics, and we are developing new state assessments and data systems that are comprehensive, robust, and timely. Wisconsin must now develop an accountability system that not only reflects these reforms, but draws upon them for maximum impact.

Agreeing that NCLB was a broken accountability system, State Superintendent Evers and Governor Walker established the School and District Accountability Design Team in August 2011 with an aggressive timeline: establish the key principles and design features of Wisconsin's next generation accountability system by December 2011.<sup>1</sup> The Design Team's work, as represented in this report, lays the foundation for a robust, comprehensive state accountability system.

## **Vision**

Wisconsin's accountability system will be comprehensive, robust, and timely. It will

<sup>1</sup> The emerging decisions of this framework will inform the federal waiver request that Superintendent Evers will submit in February 2012 to the US Department of Education. The waiver request will not, however, limit the scope of this design team's work.

provide meaningful information that can be used to guide educational practices that ensure all students have the opportunity to graduate from high school ready for college and a career.

Having discussed one, three, five, and ten year plans, the Design Team considered a vision for accountability in both the short-term and the long-term, and a path to establish the long-term vision.

## **Design Team Members**

State Superintendent Evers and Governor Walker co-chaired the Design Team, along with Senator Olsen and Representative Kestell, who chair the Legislature's education committees. The team consists of:

- business leaders
- community groups
- education leaders
- elected officials
- parent organizations
- philanthropic representatives

Design team members are included in cover letter accompanying this report and/or can be found in Appendix 2F at the end of this document.

## **Guiding Principles**

The following principles set forth by the Design Team informed their decisions and will continue to guide the design of a new accountability system.

A quality accountability system will:

1. Support high-quality instruction in all publicly funded schools and districts;
2. Include all publicly funded students in accountability calculations;
3. Measure progress using both growth and attainment calculations;
4. Make every effort to align this work with other state educational reform initiatives;
5. Align performance objectives to career and college readiness;
6. Focus on and include multiple measures of student outcomes that can be used to guide and inform practice and for accountability purposes;
7. Use disaggregated student data for determinations and reporting to facilitate the

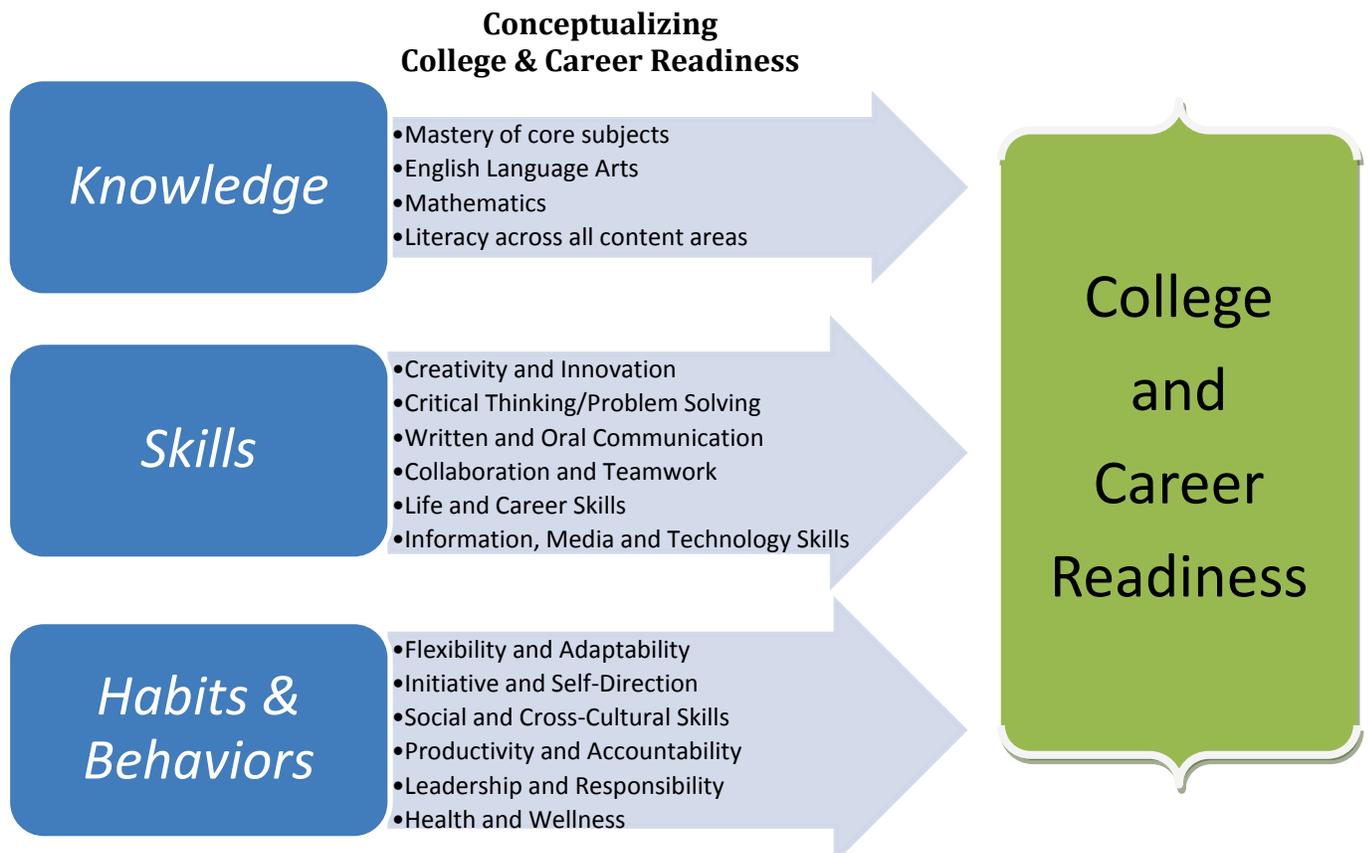
- narrowing of persistent achievement gaps;
8. Make valid and reliable school and district accountability determinations annually;
  9. Produce reports that are transparent, timely, useful and understandable by students, parents, teachers, administrators, and the general public;
  10. Provide differentiated systems of support to the lowest performing schools and districts including professional development targeted to their deficits;
  11. Recognize the highest performing schools and districts, and disseminate their best practices to schools serving similar populations to help scale-up high performance statewide;
  12. Have reasonable and realistic implementation goals that ensure the state, districts, and schools have the capacity to fully implement the accountability system and act on the results; and
  13. Remain open to feedback and findings about potential system improvements through implementation to ensure maximum effectiveness of the system.

## Defining College and Career Readiness

The Design Team developed the following definition of college and career readiness that sets the standard for preparing our students and is the ultimate benchmark by which we measure our progress:

Students who are college and/or career ready have, upon graduation, the knowledge, habits, and skills needed to succeed in postsecondary education and/or training that maximize their options and opportunities to successfully participate in productive and sustainable employment.

In Wisconsin, we expect our schools to prepare all students to be ready for college and careers. This can include pursuing a degree at two- or four-year institutions, technical/vocational programs, community college, apprenticeship, significant on-the-job training, or the military. Entry into career or college should be without remediation. All students in Wisconsin should graduate from high school possessing and demonstrating the *knowledge* (academic and technical content), *skills* (e.g., critical thinking, application of knowledge), and *habits* (e.g., perseverance, time management) that only come from a rigorous, rich, and well-rounded curriculum and effective schools.



## Priority Areas

The accountability system should reflect the guiding principles established by the Design Team and prioritize areas of focus. Identifying priority areas is an efficient way to operationalize the guiding principles and the definition of career and college readiness. As such, performance in four priority areas— based on research of the strongest indicators of student college and career readiness—will shape reporting, determinations, and supports:

- 1. Student Growth**
- 2. Student Attainment**
- 3. On-Track Indicators / Post-Secondary Readiness**
- 4. Closing the Achievement Gap**

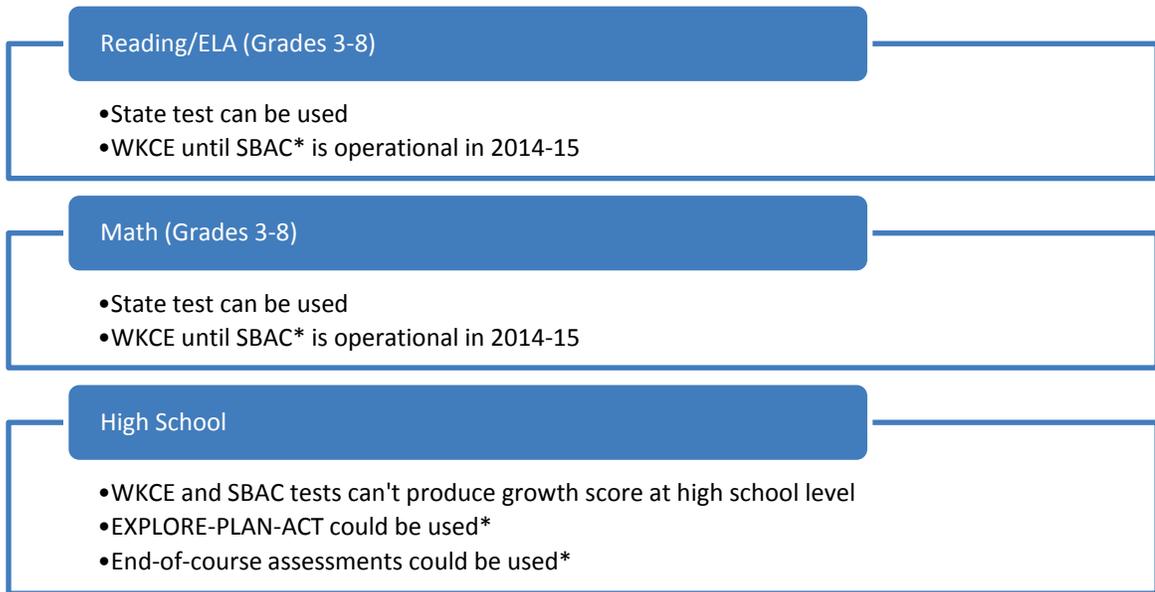
The Design Team examined each of the four priority areas and how performance could be measured. The group selected the following measures as key metrics they value in an accountability system. It was decided that a subset of measures will be used for a school’s accountability determination that will drive support, rewards, and interventions, while more measures will be available on public reports to increase transparency and public accountability and foster deepened data use.

**Recommendation**  
Report school and district performance annually on the four priority areas.

Elements with asterisks are not currently available but can be captured in the future, and therefore are included in the system design.

## Student Growth

Student growth is a critical component of evaluating the performance of a school or district in preparing students to be college and career ready. All schools and districts start with students of different abilities, different strengths, and different educational backgrounds. Growth is essential to understanding the learning trajectories of students in the school or district, and measuring how successful a school or district is at catching up students who start further behind their peers.



*\*indicates data is not immediately available but could be in 3-5-10 year plan*

To measure growth, multiple points in time of student test data are necessary, as well as information about the students and the test. Currently, it is possible to obtain growth estimates for students on the Wisconsin Knowledge & Concepts Exam (WKCE). Highly precise growth estimates will be possible with the new SMARTER Balanced Assessment Consortium (SBAC) assessment, available in 2014-15.

At the high school level, there is only one tested grade and so growth estimates are not available. This is true for the current and future—WKCE and SMARTER—high school assessments required for federal accountability. To track student growth in high school, either the development of end-of-course assessments or the purchase of an assessment suite such as the EXPLORE-PLAN-ACT + Work Keys is necessary.

**Recommendation**

Both student growth percentiles and value-added growth models should be examined for inclusion in the accountability system.

## Student Attainment

The Design Team determined it is not enough to know how students are growing. The other side of the student learning coin is attainment. Student attainment measures student performance relative to some fixed standard such as the Common Core State Standards. Student attainment of an objective standard of knowledge and skill allows us to know what proportion of a district or school's students are ultimately reaching the career and college readiness goal. Traditionally, this has been measured by proficiency rates on state standardized assessments like the WKCE. Assessments can measure where students are relative to these content standards and uncover where students in a school or district are strong and where they need more instruction and skill-building.

**Recommendation**  
The accountability system should use multiple measures and reflect the skills and knowledge students need to be successful in a variety of post-secondary opportunities.

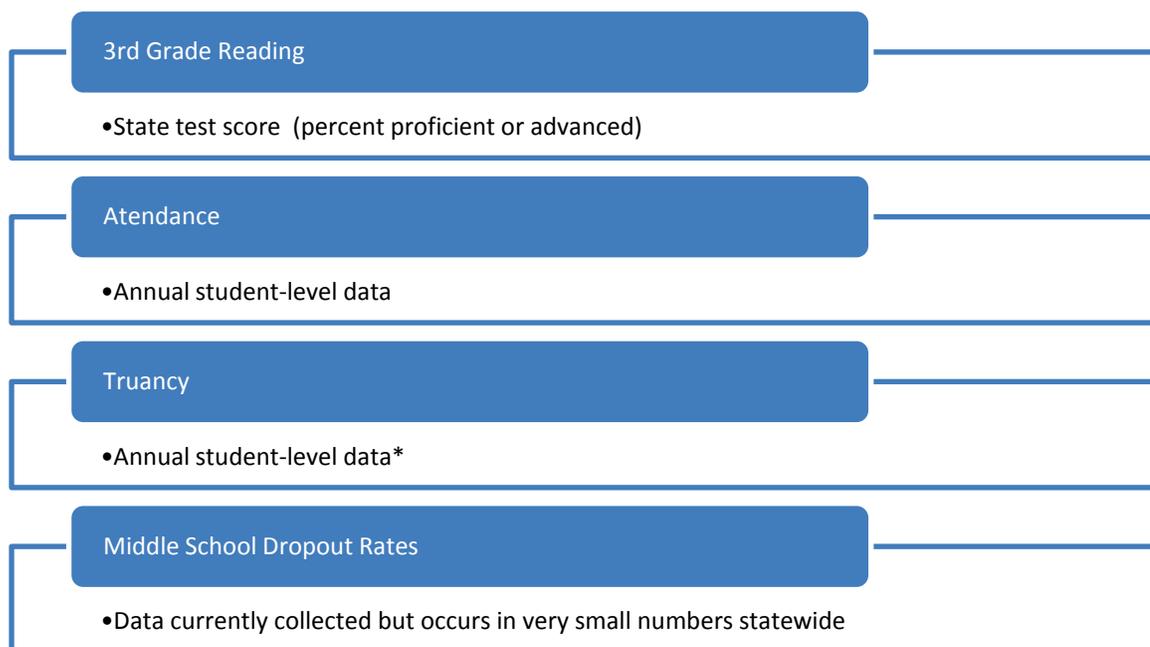
The Common Core State Standards (CCSS) reflect the most clear and consistent representation of what students are expected to learn K-12. Assessments aligned to the CCSS reflect where students are relative to these standards in any given grade. Districts and schools should be held accountable for having a high percentage of students who reach or exceed the proficiency threshold for their grade level and subject.

Reading/ELA (Grades 3-8)	<ul style="list-style-type: none"> <li>•State test score (percent proficient and advanced)</li> <li>•Participation in state test (WKCE and WAA-SwD)</li> </ul>
Math (Grades 3-8 )	<ul style="list-style-type: none"> <li>•State test score (percent proficient and advanced)</li> <li>•Participation in state test (WKCE and WAA-SwD)</li> </ul>
Science*	<ul style="list-style-type: none"> <li>•State test score if new assessments are developed</li> </ul>
Social Studies*	<ul style="list-style-type: none"> <li>•State test score if new assessments are developed</li> </ul>
Reading and Math in HS	<ul style="list-style-type: none"> <li>•State test score available: WKCE in 10th grade; SBAC* in 11th grade</li> <li>•Participation in state test</li> <li>•PLAN* in Grade 9, ACT* in Grade 11 or 12</li> </ul>

*\*indicates data is not immediately available but could be in 3-5-10 year plan*

### On-Track Indicators (Elementary and Middle School)

On track indicators are crucial to providing districts and schools feedback about students who are not in position to be college and career ready, and may need additional support and instruction to reach that standard. The crucial difference between the current accountability system and one that includes on-track indicators is that on-track indicators allow a district or school to intervene in a student’s learning before it is too late by providing a timely and accurate assessment of the student’s likely success.



*\*indicates data is not immediately available but could be in 3-5-10 year plan*

Research shows that by combining a few simple data points, much can be learned about likely future outcomes for students.<sup>2</sup> The above indicators represent some of the best practice/current research on how best to inform districts and schools on struggling students.

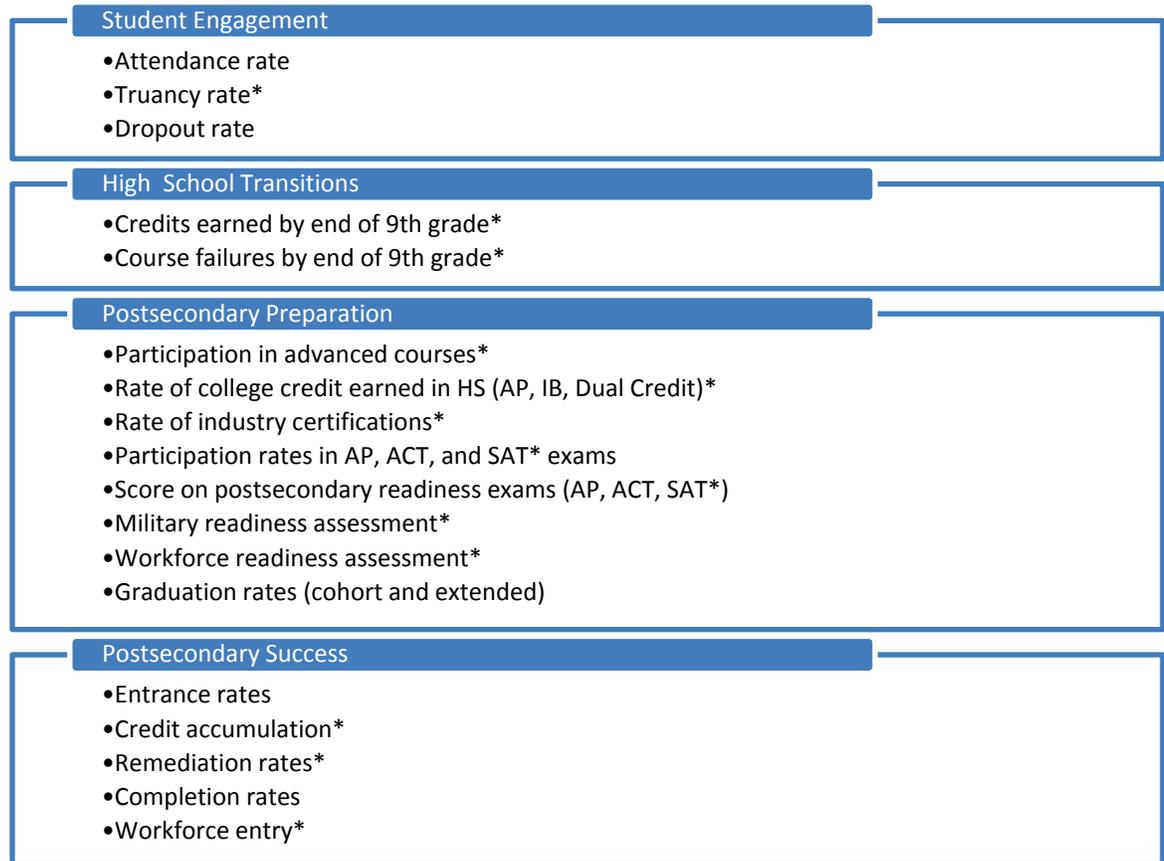
**Recommendation**

Measure success towards career & college readiness differently at the elementary and middle school levels than high school level.

<sup>2</sup> The National High School Center has done a number of high profile reports on evaluating student transitions. [http://www.betterhighschools.org/pubs/ews\\_guide.asp](http://www.betterhighschools.org/pubs/ews_guide.asp). Also, major urban school districts such as Milwaukee and Chicago use so called ‘Early Warning Systems’ that look at future outcomes of students using current data.

**Post-Secondary Readiness** (High School)

Post-secondary readiness is at the heart of this system design. The measures in this priority area are designed to capture student progress on the variety of post-secondary outcomes students will encounter upon exiting K-12 education. These include assessments in preparation for entry into higher education, military service, or a trade/industry certification program. It also includes measures of postsecondary success for previous students to give districts and schools an indication of how the education they provided shaped the outcomes of their students later in life.



*\*indicates data is not immediately available but could be in 3-5-10 year plan*

Due to the diversity of postsecondary choices, a variety of measures and metrics are necessary to evaluate student access across these arenas, and to evaluate district and school success in preparing students for any and all choices they may make for themselves after exiting K-12 education.

**Recommendation**

Include indicators of post-secondary success that balance multiple pathways and honor both career and college options.

## Closing the Achievement Gap

The Design Team determined that closing the achievement gap is crucial to ensure that all students have access to equal opportunities upon exiting K-12 education. This is particularly true in Wisconsin where we have significant achievement gaps among racial groups, students with disabilities, and low income students. To make certain we have a priority focus on closing the achievement gap, districts and schools must be held accountable for their efforts to improve equality in education across a number of student subgroups.

### Achievement Gap - Attainment

- Difference between NCLB subgroups in reading and mathematics assessments
- Differences between lowest performing students and other students\*

### Achievement Gap - Growth

- Difference between NCLB subgroups in growth to proficiency on reading and mathematics assessments.
- Growth to proficiency of the lowest 25% of performers\*

### Achievement Gap - Postsecondary Readiness

- Subgroup differences in graduation rate
- Subgroup differences in postsecondary enrollment\*

*\*indicates data is not immediately available but could be in 3-5-10 year plan*

## System Design Beyond the Priority Areas

As a system, the priority areas and measures selected should benchmark performance against the Common Core State Standards and 21<sup>st</sup> century skills that are the foundation of college and career readiness. As the accountability system evolves, it should reflect the Design Team values and emphases, as outlined in the guiding principles, and our definition of college and career readiness. That is, as new measures that cover content areas beyond reading and mathematics—such as art, music, physical education, and world languages—and that address 21<sup>st</sup> century skills become available, they should be incorporated into the system. This is to avoid unintended consequences such as narrowed curriculums, and to enrich the system to better reflect the richness of schools.

## Early Warning Indicators

The Design Team determined that there is an opportunity to include Early Warning Indicators into the accountability system. Early Warning Indicators can operate at the school, district, and state level. They mark key transition points along a student's K-12 path, and call attention to potential problems before a student is "lost."<sup>3</sup>

A variety of the measures and metrics should be considered for use in a statewide early warning system made available to districts and schools. These student level indicators would allow districts to have the necessary information to intervene early in the education of students who are not on track to be career and college ready. As an example, using prior data the state could build a profile of what previous college and career students looked like on a number of measures at different points in time, to demonstrate empirically valid pathways to college and career readiness. Additionally, the state could create an index of these indicators that spans all grades, and report individual student college and/or career readiness estimated from this indicator.

Early warning systems have been used in Chicago Public Schools and other states/districts to help schools employ timely strategies in order to improve student outcomes and meet performance targets. Such a system is also essential to guiding support to the lowest performing schools to help them channel resources and services to individual students, instead of thinking about the student body as a whole, or as cohorts of students in grades.

Using Wisconsin's longitudinal data system and next generation data systems to collect this data is feasible, but new costs associated with reporting Early Warning Indicators would arise. Such a system can be provided as a service to districts and schools by the state in a cost-effective and efficient manner that would greatly improve the usability of data for educators and school leaders to drive educational practices and meet the needs of each student in Wisconsin.

<sup>3</sup> For research supporting early warning systems and the use of high-leverage indicators, please see *Developing Early Warning Systems to Identify Potential High School Dropouts* ([http://www.betterhighschools.org/pubs/ews\\_guide.asp](http://www.betterhighschools.org/pubs/ews_guide.asp)), and *Predictors of In-School and Post-School Success* (<http://www.nsttac.org/sites/default/files/assets/pdf/InSchoolPostSchoolPredictorsSuperTable.pdf>).

## Design Features of Determinations and Reporting

The Design Team wanted to ensure everyone across the education system is making progress and improving no matter where they are—student, teacher, school, district, and state. The focus is not only about everyone moving up, but also moving students who are furthest behind ahead faster in order to close achievement gaps. For this reason, the accountability system should:

- Report performance on the four priority areas. Final accountability determinations will be based on the aggregate score of the four priority areas.
- Place aggregate scores on an index (0-100) that results in both an accountability score and a corresponding rating that determines what level of support, intervention, or reward the school receives.<sup>4</sup> Rating categories recommended by the Quad Chairs are as follows:

*Significantly Exceeding Expectations*  
*Exceeding Expectations*  
*Meeting Expectations*  
*Not Meeting Expectations*  
*Significantly Below Expectations*  
*Persistently Failing to Meet Expectations*

- Be designed in consultation with the state’s Technical Advisory Committee (TAC) to ensure a valid standard setting process is conducted, and that valid and reliable determinations are made.
- Factor growth and attainment differently depending on a school’s performance. Specifically, it was decided to weight growth more heavily for schools with low attainment (i.e. those with low proficiency rates), and structure the system so

**Recommendation**  
 Focus on progress not simply proficiency.  
 Focus on closing achievement gaps,  
 not just identifying them.

**Recommendation**  
 Weight growth more heavily for schools  
 with low attainment.

<sup>4</sup> There was substantial disagreement over whether a category rating or a letter grade should accompany a school’s accountability score. Those in favor of ratings felt they convey more meaningful information, including actionable information, than a letter grade would; those opposed to ratings felt they obfuscate school performance and unnecessarily complicate designations. Those opposed to grading schools felt grades would be pejorative, reductionist, and a misrepresentation, masking the breadth of what is valued in our schools. Those in favor of grading schools felt letter grades would be transparent and easily understood by parents and the public, and would serve as a galvanizing force to involve the community in improving a school’s standing. Ultimately, as there was no consensus, a vote was taken. More of the Design Team members voted to have a descriptor than a letter grade accompany the accountability score. The quad chairs followed-up on this issue and recommended six category ratings. See Appendix E for further details.

that schools with high attainment are not penalized for small growth rates.<sup>5</sup> This prevents the system from penalizing schools that have high proficiency rates with little room to grow; and emphasizes the need for higher rates of progress in low performing schools that need to “catch up.”

- Report performance of the “all students” category, all student subgroups, and the lowest 25%.
- Use both student growth and proficiency on the English Language Arts (ELA) and mathematics assessments in making annual determinations. These two content areas will be weighed equally within both the growth and proficiency calculations.
- Incorporate science and social studies into the proficiency measures, once assessments in these content areas are available.
- Place schools on a continuum of levels in which support, interventions, and rewards are directly linked and adjusted according to the accountability determinations. Continuous improvement is expected of every school and district.
- Acknowledge the population served by the school and district, but hold all schools accountable for making progress regardless of their student population. While schools that serve high-needs students are not to be exempt from making progress, their population should be taken into consideration when viewing results.
- Produce a report card for every school and district, which includes not only accountability determinations, but also demographic information, course offerings, etc. Include a disclaimer and/or tutorial that will be developed to ensure data interpretations are made appropriately.
- Report multiple years of accountability determinations so that trend data is readily available. Report longitudinal data as much as possible over annual snapshot data.

**Recommendation**

Focus not only on English Language Arts and mathematics performance, but also science and social studies and 21<sup>st</sup> century skills as these measures become available.

**Recommendation**

Publish report cards for every school and district in the state, reporting on accountability determinations, student achievement and school climate factors.

<sup>5</sup> This psychometric process will be done under the guidance of the state’s Technical Advisory Committee (TAC). Adjustments will be made within category. Clear explanations of weighting and scoring will be provided to enhance transparency.

- Publish report cards online, allowing users to drill into different aspects of school performance for more data. Provide a dashboard detailing performance on each of the four priority areas, as well as comprehensive data covering a variety of student and school factors.

Throughout the process, Design Team members weighed in on the potential design of new report cards. Appendix A includes elementary and high school draft report cards.

## Supports, Interventions and Rewards

Supporting all schools along the performance continuum is a clear goal of the Design Team. Recognition of high performing schools, conducting diagnostic reviews and directing interventions aligned to the diagnostic review will all be components of the statewide system of support.

A strong accountability system will not, by itself, result in continuous improvement. A parallel system of assistance and intervention is necessary to advance district reform and school improvement. While the district is the entry point for the state’s support work, these decisions on supports, interventions and rewards address the state’s responsibilities:

- State will identify high and low performing schools, and sort them into accountability categories along a continuum based on performance
- State will intervene in persistently low performing schools
- State will conduct diagnostic reviews in persistently low performing schools and require a school improvement plan be developed aligned with the diagnostic review
- State will monitor implementation of improvement plans in low performing schools
- State will use all evidenced-based interventions available
- State will make available a tool for other schools and districts to conduct diagnostic reviews on their own as a form of self-assessment and continuous improvement
- State will observe a sample of high performing schools with model programs and best practices to disseminate and replicate
- State will publicly recognize high performing schools

While it is a design feature that the accountability system will identify the high performing schools as well as the low performing schools, the focus of our statewide system of support will be on the latter.

### Recommendation

The state is responsible for a statewide system of support. The state will work with the district to implement both district-based and school-based interventions.

### Recommendation

The state will identify both high and low performing schools, but focus interventions and supports on the lowest performing schools in the state.

## Diagnostic Review

The first step in addressing low achievement in schools will be a diagnostic review.

The state can make the diagnostic review an online tool so that it is freely and readily available to any district or school wishing to conduct a self-assessment. However, for those schools identified as low performing, the district will be required to conduct a diagnostic review.

The state or its designee will conduct an in-depth diagnostic review with the lowest performing schools. The diagnostic review must factor in the student population of the school. For example, examining access to instruction for students with disabilities in relation to this group's performance is critical when conducting reviews. Likewise, examining the student population in light of any special programmatic focus of the school (e.g. dropout prevention schools) in relation to student performance is also critical.

### **Recommendation**

The system must ensure that levels of accountability and assistance match the severity and duration of identified problems.

## Persistently Low Performing<sup>6</sup>

Persistently low performing public schools will have increased state involvement beginning with a mandatory onsite diagnostic review to identify the problem(s) at the school and district level. Interventions aligned to the findings of that review will be required, as will intensive progress monitoring. As directed state intervention is warranted, these schools and districts will be required to submit an improvement plan addressing the findings of the diagnostic review, and work with the state to monitor progress on the plan.

Specific interventions will vary depending on school type (public, choice, charter), the needs of the school and their specific performance indicators. Examples include extended learning time, targeted reading and math supports, professional development and implementation assistance. In the case of charter schools—namely those chartered with specific pedagogical choices—intervention and support should be mindful of these choices which set the charter school apart.

If, after three years, the school is again identified as persistently low performing, the State Superintendent will intervene. In the case of choice schools, the state will remove the school from the choice program. In the case of charter schools, the authorizer must revoke the charter.

<sup>6</sup> As the Design Team did not reach conclusions on who intervenes, when or how in choice and charter schools, the Quad Chairs followed-up on this issue and recommended these actions. See Appendix F for further details.

### Low Performing

Low performing schools will be required to conduct a diagnostic review in collaboration with the district. These schools should form a school leadership team and develop a school improvement plan that specifically addresses the results of the diagnostic review. As found in reviews of best practices, parents should be engaged in the development of the improvement plan. Online (not onsite) monitoring of improvement efforts could be conducted. The state can assist the district by disseminating a bank of supports and interventions that schools/districts could model. These interventions will be evidenced-based best practices, and whenever applicable, drawn from Wisconsin schools with proven track records in the performance area of concern.

### High Performing

The top performing schools will be publicly recognized. The state will look to a sample of high performing schools to identify best practices. The state will share best practices statewide, particularly with low and persistently low performing schools that have deficits in specific performance areas. All high performing schools should be recognized regardless of whether they are public, charter or a school in the choice program. While the state will not provide monetary rewards to high performing schools, resources must be budgeted to effectively share best practices statewide.

### **District Accountability**

District accountability will be modeled on the same principles outlined above for school accountability. District performance of all students at the elementary, middle and high school levels will be reported for the same four priority areas. In addition, in order to maintain a focus on turning around the lowest performing schools, districts with any persistently low achieving schools will be identified for improvement.

Improvement efforts at the district-level must not add unnecessary compliance burdens. That is, district improvement efforts should ensure that monitoring of interventions does not become the goal over the interventions themselves.

#### **Recommendation**

Just as the state should align resources to help the neediest schools, districts should align resources to help the neediest students.

## Moving Forward

### Sustainability

This new accountability system reflects the values we share about our schools, and elementary and secondary education in Wisconsin. In order to provide our schools the opportunity to be successful, we have to remain committed to carrying out this vision for education now and into the future. To support and sustain the efforts of the Design Team will require a strong communication plan, engaged stakeholders, and funding to carry out the system recommendations.

#### Recommendation

It isn't the creation of the system that's important; it is the meaningful use of the system that's important.

### Stakeholder Engagement and Strategic Communication

This plan cannot be carried out in isolation; stakeholders must work together moving forward. The state education agency, Wisconsin Department of Public Instruction (DPI), will have primary responsibilities for plan development and implementation. DPI will continue to reach out to stakeholders as work proceeds on implementing the Design Team's recommendations. DPI will use existing structures and create additional structures as necessary for coordinated communication and stakeholder engagement, including using digital outreach for efficient dissemination of information. DPI will engage stakeholders in the review period for ESEA Flexibility (waiver), in addition to seeking broad public review.

The role of strategic and coordinated communication—both to share information proactively and provide transparency in the process—in developing the next generation accountability system will be critical. Consistent messaging, easy-to-understand “talking points” or over-arching themes will help the public understand the technical and difficult aspects of next generation accountability. Seeking public input and involvement in rollout, development and implementation via piloting/field-testing, surveys, webinars and sharing of “quick wins” will also all be important in the critical formative years of this new endeavor. Proactively involving the media will also be a key strategy.

### Other Next Steps:

- Develop and improve Diagnostic Review, Supports, Interventions and Rewards structures to implement state accountability system
- Coordinate 1-3 year implementation plan with districts, regional partners, and state professional associations
- Work with Technical Advisory Committee (TAC) to validate the technical aspects of determinations and other psychometric components of the system.
- Integrate new accountability elements into statewide data systems
- Begin integration of aligned initiatives within DPI (Title I, Common Core,

- Educator Effectiveness, Response to Intervention (RtI) and Positive Behavioral Interventions and Supports (PBIS), digital learning plan, etc.)
- Build comprehensive system for continual professional development on new accountability system to meet the needs of all stakeholders (i.e., urban, rural, small districts; parents/guardians and business/community) and to accelerate learning on critical new components of system
  - Design sustainability plan at DPI including organizational, structural, human and material resources

## **Funding**

Many of the most innovative and vital components of the above recommendations are beyond the scope of work going on in Wisconsin today. Implementation of this vision will require rethinking and reorganizing how current accountability work is carried out. It will also require additional resources to expand supports and rewards beyond the limited scope of Federal Title I funding.

The Design Team has approached this process with a shared understanding that these values will be reflected in the allocation of resources for accountability purposes moving forward. Some of the enhancements to the next-generation accountability system are low-cost and high-yield, such as providing on-track indicators and growth modeling. Other, just as important and impactful components, will require a higher level of supportive funding to bring to life, such as on-site diagnostic reviews, targeted, state-directed interventions and new, more comprehensive assessments. In both cases, advancing comprehensive and coherent accountability funding in 2013's budget and subsequent years is a priority for the Design Team.

## Timeline



## Our Commitment

Collectively we are committed to implementing, evaluating, and sustaining this state accountability system, which prioritizes what we value in education. We believe the system will increase college and career readiness of all Wisconsin students. We recommend the system be fully funded in the next state budget. We will stay engaged as stakeholders committed to successfully implementing this new accountability system for the state of Wisconsin.

The Department of Public Instruction (DPI) will continue to work with stakeholders on the development of an accountability system that fulfills the vision established above and adheres to the guiding principles. DPI will also engage the department's Technical Advisory Committee in the first half of 2012 to consult on the technical and psychometric issues inherent to transitioning from NCLB to a new accountability system.

We will remain open to enhancements and refinements that improve the validity, reliability and overall effectiveness of Wisconsin's school and district accountability system.

**APPENDIX A: Report Card Samples**

*This appendix contains a link to the report card draft. For the most recent version, see Appendix 9.*

**APPENDIX B: Statewide System of Support Matrix**

**DRAFT Wisconsin Next Generation School and District Accountability System**  
Statewide System of School Identification, Support, and Interventions

Determination/Designation	Description	Support and Interventions	Applicability of Intervention by School Type			
			Title I Traditional Public	Non-Title I Traditional Public	Charter Schools (District and Independent)	Choice Schools (MPCP and RPCP)
			✓ = Designation and Intervention Apply/Should Apply Designation and Supports/Interventions Desired, Federal Resources Currently Available to Support Designations and Supports/Interventions Desired, but Additional Resources Necessary Beyond Federal Funding			
TBD	Highest Performing Schools  Add descriptor here for highest performers	<b>CURRENT: [Title I Schools of Recognition]</b> <ul style="list-style-type: none"> <li>Schools of Recognition Awards and Grants</li> <li>Spotlight Schools Program, statewide network meetings</li> <li>Teacher Fellowship Program</li> <li>Title I consultant onsite school visits (Spotlight schools)</li> <li>Characteristics of Successful Districts Diagnostic Review</li> <li>Disseminate best practices collected from Diagnostic Review and Spotlight Visits</li> </ul> <b>NEXT GENERATION ACCOUNTABILITY SYSTEM:</b> <ul style="list-style-type: none"> <li>Continue the options above, as funding allows.</li> <li>All publicly funded schools have opportunity to be designated highest performers.</li> <li>Potentially create additional categories of awards as the number and type of schools increase, i.e. high growth.</li> <li>Create opportunities for these schools to partner with identified lowest performing schools to replicate practices and help drive improvement.</li> </ul>	✓  Schools are designated and receive awards, etc.		✓  Title I charter schools are designated and receive awards, etc.	
TBD [one or more categories]	Add descriptor here for schools "on track" or meeting expectations	<b>CURRENT: [Meeting AYP]</b> <ul style="list-style-type: none"> <li>Characteristics of Successful Districts Diagnostic Review</li> <li>CESA-Title I Network Professional Development and Technical Assistance</li> <li>WIRI Center Professional Development and Technical Assistance</li> <li>Online Resources (webinars, FAQs, print materials)</li> </ul>	✓  Schools are designated. Federal funds available.	✓  Schools are designated. Online resources available free of charge. Other services available for a fee.	✓  Schools are designated. Online resources available free of charge. Other services available for a fee.	✓  Schools are designated. Funding would be necessary to support diagnostic review or monetary rewards.

WORKING DRAFT

**APPENDIX C: Measures for Reporting and Data Availability**

	Measures-Metrics	Reporting		
		Year 1	Year 3	Year 5
<b>Student Attainment</b>				
<b>Achievement-Participation</b>	State test-participation rate	WKCE	SBAC	SBAC
<b>Reading/ELA</b>	State test-attainment score	WKCE	SBAC	SBAC
<b>Math</b>	State test-attainment score	WKCE	SBAC	SBAC
<b>Science (4th, 8th, 10th grade)</b>	State test-attainment score	WKCE	WKCE	New Test
<b>Social Studies (4th, 8th, 10th grade)</b>	State test-attainment score			New Test
<b>Student Growth (Grades 3-8)</b>				
<b>Reading/ELA</b>	State test-growth score	WKCE		SBAC
<b>Math</b>	State test-growth score	WKCE		SBAC
<b>Student Growth (High School)</b>				
<b>Explore-PLAN-ACT</b>	ACT test-growth score		Purchase ACT Assessments?	Purchase ACT Assessments?
<b>End-of-course assessments</b>	Assessment-growth score			New Test?
<b>Gap</b>				
<b>Achievement Gap-Reading</b>	State test-proficiency gap	WKCE	SBAC	SBAC
<b>Achievement Gap-Math</b>	State test-proficiency gap	WKCE	SBAC	SBAC
<b>Achievement Gap-Science</b>	State test-proficiency gap	WKCE		New Test
<b>Achievement Gap-Postsecondary entrance</b>	Graduation rates, Dropout rates, postsecondary entrance rates	NSC	NSC	NSC
<b>On-Track Indicators (3-8)</b>				
<b>On Grade Level</b>	District benchmark tests			SIS
	3rd Grade Reading	WKCE	SBAC	SBAC
<b>Student Attendance</b>	Attendance rate (school, class, etc.)	Yes-annual	Yes-annual	SIS
	Truancy rate			SIS
	Dropout rates	Yes	Yes	SIS
<b>Postsecondary Readiness (9-12)</b>				
<b>Student Attendance</b>	Attendance rate (school, class, etc.)	Yes-annual	Yes-annual	SIS
	Truancy rate			SIS
	Dropout rates	Yes	Yes	SIS
<b>Postsecondary preparation</b>	Participation rates in advanced courses	CWCS	CWCS	SIS
	Rates of college credit earned in HS: AP, IB, Dual credit	CWCS	CWCS	SIS
	Rates of industry/trade certification in HS			SIS
	Participation rates of postsecondary exams: ACT, SAT	ACT Only	ACT Only	ACT Only
	Average scores on postsecondary exams	ACT Only	ACT Only	ACT Only
	Military readiness assessment		Yes	Yes
	Workforce readiness assessment		Yes	Yes
	Graduation rates	Yes	Yes	Yes
	Extended graduation rates	Yes	Yes	Yes
<b>Postsecondary success</b>	Postsecondary entrance rates	NSC	NSC	NSC
	College credit accumulation			SIS
	Postsecondary remediation rates	NSC	NSC	SIS
	Postsecondary completion	NSC	NSC	NSC
	Workforce entry			SIS?
<b>School Environment</b>				

## Appendix 2 - Crafting a New Accountability System

	Discipline data by type	Yes-snapshot	Yes-snapshot	Yes-snapshot
<b>Behavioral incidents</b>				
<b>Safety</b>	Rate of violent suspensions	Yes	Yes	Yes
<b>Course selection</b>	Course availability	Yes	Yes	Yes
	Course participation	Yes	Yes	Yes
<b>Extra and Co-Curricular</b>	Availability and participation rates	Yes	Yes	Yes
<b>Access to PE, Music, Art, etc.</b>	Availability and participation rates	Yes	Yes	Yes
<b>Career exploration</b>	Descriptive: testing, planning, etc			Statewide Surveys
<b>Vocational opportunities: Program, course, internship, etc.</b>	Availability and participation rates		Yes	Yes
<b>Intervention services</b>	Availability and participation rates		Yes	Yes
<b>Engagement/Involvement</b>	Teacher, parent, student surveys			Statewide Surveys
<b>Interactions</b>	Teacher, parent, student surveys			Statewide Surveys
<b>Educator Effectiveness</b>	Results from EE system		EE System	EE System
<b>Leader Effectiveness</b>	Results from EE system		EE System	EE System
<b>School Context</b>				
<b>School Type</b>	Public, charter, private, magnet, Montessori	Yes	Yes	Yes
<b>School Demographics</b>	Rural, urban, size, funding, etc.	Yes	Yes	Yes
<b>Student Demographics</b>	Ethnicity, poverty, LEP, mobility, school readiness, etc.	Partial	Partial	Yes
<b>Feeder patterns</b>	Schools that matriculate to each school	Partial	Partial	Yes

**APPENDIX D: Measures for Determinations and Data Availability**

	Measures-Metrics	Determinations		
		Year 1	Year 3	Year 5
<b>Student Attainment</b>				
<b>Achievement-Participation</b>	State test-participation rate	WKCE	SBAC	SBAC
<b>Reading/ELA</b>	State test-attainment score	WKCE	SBAC	SBAC
<b>Math</b>	State test-attainment score	WKCE	SBAC	SBAC
<b>Science (4th, 8th, 10th grade)</b>	State test-attainment score			New Test
<b>Social Studies (4th, 8th, 10th grade)</b>	State test-attainment score			New Test
<b>Student Growth (Grades 3-8)</b>				
<b>Reading/ELA</b>	State test-growth score	WKCE		SBAC
<b>Math</b>	State test-growth score	WKCE		SBAC
<b>Student Growth (High School)</b>				
<b>Explore-PLAN-ACT</b>	ACT test-growth score		Purchase ACT Assessments?	Purchase ACT Assessments?
<b>End-of-course assessments</b>	Assessment-growth score			New Test?
<b>Gap</b>				
<b>Achievement Gap-Reading</b>	State test-proficiency gap	WKCE	SBAC	SBAC
<b>Achievement Gap-Math</b>	State test-proficiency gap	WKCE	SBAC	SBAC
<b>Achievement Gap-Science</b>	State test-proficiency gap	WKCE		New Test
<b>Achievement Gap-Postsecondary entrance</b>	Graduation rates, Dropout rates, postsecondary entrance rates	NSC	NSC	NSC
<b>On-Track Indicators (3-8)</b>				
<b>On Grade Level</b>	3rd Grade Reading	WKCE	SBAC	SBAC
<b>Student Attendance</b>	Attendance rate (school, class, etc.)	Yes-annual	Yes-annual	SIS
	Truancy rate			SIS
	Dropout rates	Yes	Yes	SIS
<b>Postsecondary Readiness (9-12)</b>				
<b>Student Attendance</b>	Attendance rate (school, class, etc.)	Yes-annual	Yes-annual	SIS
	Truancy rate			SIS
	Dropout rates	Yes	Yes	SIS
<b>Postsecondary preparation</b>	Participation rates in advanced courses	CWCS	CWCS	SIS
	Rates of college credit earned in HS: AP, IB, Dual credit	CWCS	CWCS	SIS
	Rates of industry/trade certification in HS			SIS
	Participation rates of postsecondary exams: ACT, SAT	ACT Only	ACT Only	ACT Only
	Average scores on postsecondary exams	ACT Only	ACT Only	ACT Only
	Military readiness assessment		Yes	Yes
	Workforce readiness assessment		Yes	Yes
	Graduation rates	Yes	Yes	Yes
	Extended graduation rates	Yes	Yes	Yes
<b>Postsecondary success</b>	Postsecondary entrance rates	NSC	NSC	NSC
	College credit accumulation			SIS
	Postsecondary remediation rates	NSC	NSC	SIS
	Postsecondary completion	NSC	NSC	NSC
	Workforce entry			SIS?

## APPENDIX E: Measures for Determinations and Data Availability

*Note: The following are recommendations from the Quad Chairs. These recommendations were made after the final Design Team meeting, but as next steps, they grew from the Design Team discussions.*

### School and District Accountability Design Team Quad Chair Decision Items

#### I. PERSISTENTLY LOWEST PERFORMING SCHOOLS – TRADITIONAL PUBLIC SCHOOLS

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*Design Team Consensus:* Based on a review of the meeting notes and the homework, the Design Team agreed that those schools which are *initially identified* as being among the persistently lowest performing in the state should be required to implement state-directed action.

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##### A. Implementation of initial school-level identification

To carry out the Design Team recommendations, the state will conduct a **mandatory on-site diagnostic review** to identify the problem(s) at the school and district level. After participation in the state-conducted diagnostic review, the school must determine whether to implement one of two options:

- (1) **Contract with a state-approved independent expert and/or vendor to implement a turnaround model based on the recommendations of the diagnostic review.** The school will have three years to implement the state-driven actions and demonstrate improved performance. These recommended actions could include, but are not limited to:
  - a. Mandatory new scientific-research based curriculum in the school and/or the district, along with required screening, assessments, interventions, and necessary professional development;
  - b. Replacement of the school staff and/or school leadership;
  - c. Opening as a charter school, including through a contract with a charter management organization that has a proven track record of success in turning around low performing schools. The organization must be selected after a rigorous review process approved by DPI, and the State Superintendent must approve the selection of the charter operator.

##### (2) Close

##### B. Implementation of subsequent school-level identification

***If a traditional public school is identified again after three years of targeted, state-directed intervention and has not demonstrated adequate improvement, the State Superintendent***

*will utilize his or her intervention authority under Ch. 118.42 to appoint a special master to direct the activities of the school.* These activities could include, but are not limited to, directing that the school board reopen the school under a contract with a charter management organization that has a proven track record of success in turning around low performing schools, is selected after a rigorous review process approved by the state, and is approved by the State Superintendent; or closure of the school.

### *C. Implementation of district-level identification*

For persistently low performing districts, a DPI contracted expert will complete a diagnostic review at the LEA level to evaluate critical systems and structures within the district's central office that include human resources, curriculum and instruction, finance, leadership. Based on diagnostic review, the State Superintendent will direct reform at the LEA level in addition to reforms at the school level. The district would work closely with the turnaround expert in implementing the required reforms. Schools would continue to implement improvements based on DPI Corrective Action Requirements.

## **II. PERSISTENTLY LOWEST PERFORMING SCHOOLS – CHARTER SCHOOLS**

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*Design Team Consensus:* For development of the state's next generation accountability system, the Design Team generally agreed that a charter school should be subject to having their charter contract removed if it is among the persistently lowest performing schools in the state. Further, some members of the Design Team raised concerns that it was not appropriate for the state to direct a charter school to implement a particular curriculum.

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### *A. Implementation of Initial School-Level Identification*

*After the school has been in operation for at least three years, and the school is initially identified as being among the persistently lowest performing schools in the state, the charter school authorizer will implement one of three options:*

**Option 1:** The charter school (or its authorizer) must enter into a performance agreement with the Department of Public Instruction in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years. If annual performance targets are not met, the charter is revoked. To meet these rigorous performance benchmarks, the charter school authorizer may contract with a charter management organization that has a demonstrated record of success to implement any necessary reforms, or the charter school board may seek a different authorizer to implement the reforms.

**Option 2:** The Department of Public Instruction will conduct a mandatory on-site diagnostic review to identify the problem(s) at the school and authorizer level. After participation in the state-conducted review, the charter school authorizer must implement one of two options with respect to the school consistent with the findings and recommendations of the diagnostic review:

- a. Contract with a state-approved independent expert/vendor to implement a turnaround model based on the recommendations of the diagnostic review. These recommendations could include, but are not limited to, mandatory new scientific-research based curriculum in the school and/or the district, along with required screening, assessments, interventions and necessary professional development; replacement of the school staff and/or school leadership; or closing and restarting the school under a contract with a charter management organization that has a demonstrated record of school improvement to manage the school's improvement activities.
- b. Revoke the charter

**Option 3:** In lieu of implementing either of these two options, the charter authorizer may instead elect to immediately revoke the charter.

### ***B. Implementation of Subsequent School-Level Identification and Authorizer Requirements***

If the persistently low-performing charter school has not demonstrated adequate improvement after three years of either a turnaround model or a performance contract, the authorizer must revoke the charter. No authorizer may renew a charter if the school is persistently low performing. Relevant state law and new or, to the extent permissible, existing charter school contracts must be updated to reflect these requirements.

## **III. PERSISTENTLY LOWEST PERFORMING SCHOOLS – CHOICE SCHOOLS**

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*Design Team Consensus:* The Design Team agreed as a guiding principle that all schools – traditional public, choice, and charter – should be part of the new accountability system. They also agreed, in principle, that choice schools should participate in the diagnostic reviews process and that, if a choice school is persistently lowest performing, the school should be removed from the program.

---

### ***A. Implementation of Initial School-Level Identification***

***After the choice school has been in operation for at least three years, and the school is initially identified as being among the persistently lowest performing schools in the state, the choice school will implement one of the following three options:***

**Option 1:** The choice school must enter into a performance agreement with the Department of Public Instruction in which it agrees to meet annual state-approved performance targets that demonstrate substantial academic improvement within three years. If annual performance targets are not met, the school shall no longer participate in the choice program.

**Option 2:** The Department of Public Instruction will conduct a mandatory on-site diagnostic

review to identify the problem(s) at the school and authorizer level. The cost of the diagnostic review will be funded by the choice school. After participation in the state-conducted review, choice school must implement one of two options with respect to the school consistent with the findings and recommendations of the diagnostic review:

- a. Contract with a state-approved independent expert/vendor to implement a turnaround model based on the recommendations of the diagnostic review. These recommendations could include, but are not limited to, mandatory new scientific-research based curriculum in the school and/or the district, along with required screening, assessments, interventions and necessary professional development; replacement of the school staff and/or school leadership; or closing and restarting the school under a contract with a charter management organization that has a demonstrated record of school improvement to manage the school's improvement activities.
- b. Discontinue participation in the choice program.

**Option 3:** In lieu of implementing either of these options, the choice school may elect to immediately discontinue participation in the program.

### *B. Implementation of subsequent-school level identification*

If the persistently low-performing choice school has not demonstrated adequate improvement after three years of either a turnaround model or a performance contract, the state must discontinue the school's participation in the choice program.

## **IV. SCHOOL PERFORMANCE CATEGORIES**

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*Design Team Consensus:* The design team agreed that the focus of the new system should be on placing schools in a continuum of levels, with continuous improvement expected for all students. A school's report card would be based on four priority areas (attainment; growth; CCR or "on track" measures; and closing achievement gaps), and final accountability determinations will be based on the aggregate score of the four priority areas. The Design Team agreed to place aggregate scores on an index (0-100) that results in both an accountability score and a corresponding rating that determines what level of support, intervention, or reward the school receives.

---

### *A. Implementation of School Performance Categories*

Consistent with our Design Team discussions and relevant research on rating categories, **DPI will adopt six school performance categories that will allow differentiation of schools along a continuum.** The standards for each of these levels will be based on the accountability index proposed by the Design Team, and will be developed through the standards setting process run by DPI's Technical Advisory Committee. The performance categories will be as follows:

<i>Accountability Rating*</i>	<i>Includes a subset for Federal waiver purposes</i>
<b>Significantly Exceeding Expectations</b>	Reward Schools, Spotlight Schools
<b>Exceeding Expectations</b>	
<b>Meeting Expectations</b>	
<b>Not Meeting Expectations</b>	Focus Schools
<b>Significantly Below Expectations</b>	Focus Schools
<b>Persistently Failing to Meet Expectations</b>	Priority Schools

\*School cannot be in top three categories if the school missed its annual measurable objective. School cannot be in the top category if low in any of the four Priority Areas.

\*\*The Title I levels required by the ESEA waiver (reward, focus, priority) are *included* as a subset of these proposed categories, but will also include other schools.

#### V. ADDITIONAL ITEMS

- DPI will continue to use full academic year for all schools' accountability determinations.
- DPI will provide a link to each school's website on the accountability report card.
- DPI's accountability index and the associated standard setting process will expect growth along the spectrum of performance to the extent possible within the parameters of the assessment.
- DPI will require (or state law will be changed to require) schools to display their report cards prominently on their website's homepage.
- DPI will have a process for continuous review and improvement of the accountability system, including any necessary revisions to the standards applied to accountability ratings. There will be no "automatic trigger" to change standards in state law.
- DPI will produce the report card on an annual basis as soon as possible in alignment with applicable assessment and data collection timelines. Further discussion will be had about options available to students given the timing of the report card and whether any open enrollment changes are needed.

## School and District Accountability Design Team Members

<b>Name</b>	<b>Organization</b>
<b>Chairs</b>	
Governor Scott Walker	Governor
State Superintendent Tony Evers	Department of Public Instruction
Senator Luther Olsen	Senate Education Committee, Chair
Rep. Steve Kestell	Assembly Education Committee, Chair
<b>Members</b>	
Adam Gamoran	Wisconsin Center for Education Research
Bill Oemichen	Cooperative Network
Brian Jackson	American Indian Education Association
Dan Clancy	Wisconsin Technical College System
Gary Myrah	Wisconsin Council of Administrators of Special Services
Howard Fuller	Institute for the Transformation of Learning
James Bender	School Choice Wisconsin
Jan Serak	Wisconsin Family Assistance Center for Education, Training & Support
Jesse Harness	CESA Statewide Network
Jim Lynch	Association of Wisconsin School Administrators
John Ashley	Wisconsin Association of School Boards
Kevin Reilly	University of Wisconsin System
Kim Henderson	Wisconsin PTA
Kurt Bauer	Wisconsin Manufacturers and Commerce
Mary Kellner	Kelben Foundation
Matt Kussow	Wisconsin Council of Religious and Independent Schools
Miles Turner	Wisconsin Association of School District Administrators
Ralph Hollmon	Urban League of Milwaukee
Rep. Sondy Pope-Roberts	Assembly Education Committee, Ranking Member
Ricardo Diaz	United Community Center
Rolf Wegenke	Wisconsin Association of Independent Colleges and Universities
Sarah Granofsky Toce	Wisconsin Charter Schools Association
Senator Bob Jauch	Senate Education Committee, Ranking Member
Terry Kaldhusdal	Former Teacher of the Year
Woody Wiedenhoef	Wisconsin Association of School Business Officials



## SECTION I

# Wisconsin's Approach to Academic Standards





## Foreword

On June 2, 2010, I formally adopted the Common Core State Standards for Mathematics and English Language Arts, including the Literacy in History/Social Studies, Science, and the Technical Subjects for Wisconsin.

The adoption of the Common Core State Standards capped a one year effort led by the Council of Chief State School Officers (CCSSO) and the National Governors Association Center for Best Practices (NGA) to define K-12 academic standards that are aligned with college and work expectations, inclusive of rigorous content and application, and are internationally benchmarked. Staff from state departments of education reviewed and provided feedback on early drafts leading to a public comment period for citizens and educators. As of June 2011, 42 states have adopted the Common Core State Standards in this voluntary effort to bring academic consistency across the states.

Adoption of the standards, however, is the easy task. Implementing them through engaging instruction coupled with rigorous learning activities and assessment is the hard work. I applaud the efforts that are underway at the DPI, local school districts, Cooperative Educational Service Agencies (CESAs), professional organizations, and colleges and universities to bring the Common Core State Standards to teachers across Wisconsin.

The first step to implementation requires that teachers know and understand the Common Core State Standards. This document provides guidance on the relationship between the Common Core State Standards and our vision of Every Child a Graduate, supporting all students through Response to Intervention, and the responsibility that all teachers have for developing reading, writing, thinking, speaking, and listening skills.

One of the most distinguishing features of the Common Core State Standards is the emphasis directed to literacy in all of the disciplines. For students to be career and college ready, they must be proficient in reading and writing complex informational and technical text. This means that instruction in every classroom focuses on both the content and the reading and writing skills that students need to demonstrate learning in the discipline.

To support and ensure implementation, we will partner with school districts, universities, professional organizations, CESAs, and CCSSO to develop curriculum resources and highlight effective practices. Wisconsin educators are the best, both in their content knowledge and commitment to high-quality instruction. Combining helpful resources with effective practices used by quality educators leads to success for Wisconsin students.

Tony Evers, PhD  
State Superintendent



**“The adoption of Common Core State Standards defines K-12 academic standards that are aligned with college and work expectations, inclusive of rigorous content and application.”**



## Acknowledgements

A special thanks to the Council of Chief State School Officers and the National Governors Association for having the vision to undertake the massive state-led project, the Common Core State Standards.

Thanks to Great Lakes West Comprehensive Center and Director Linda Miller for the generous support of Wisconsin's standards projects, and to Rachel Trimble and Beth Ratway for their guidance during the last year.

Thanks also to the CESA Statewide Network and Commissioner Jesse Harness for partnering to keep the CCSS message consistent statewide, and to the CESA School Improvement Specialists Network for their role in producing and providing high quality professional development statewide.

Also thanks to the many staff members across divisions and teams at DPI who have collaboratively contributed their time and talent to this project.

Finally, a special thanks to Wisconsin educators and citizens who provided public comment and feedback to drafts of the Common Core State Standards, served on statewide standards leadership groups, and supported implementation of standards.

## Purpose of the Document

To assist Wisconsin education stakeholders in understanding and implementing the **Common Core State Standards (CCSS)**, Wisconsin Department of Public Instruction (DPI) has developed guidance to be used along with the CCSS. These materials are intended to provide further direction and should not be viewed as administrative rule. This publication provides a vision for student success, guiding principles for teaching and learning, and locates the standards within a multi-level system of support where high quality instruction, balanced assessment, and collaboration function together for student learning. Information on the design and content of the CCSS is included, as is a guide to assist with facilitating local conversations about these internationally-benchmarked standards and how they impact instruction.



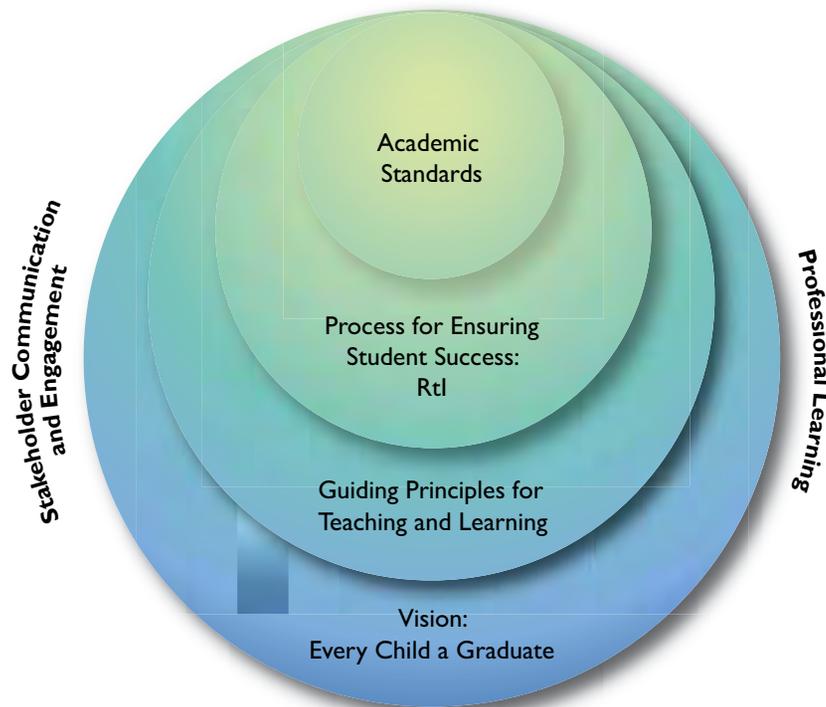


## Aligning for Student Success

To build and sustain schools that support every student in achieving success, educators must work together with families, community members, and business partners to connect the most promising practices in the most meaningful contexts. Major statewide initiatives focus on high school graduation, Response to Intervention (RtI), and the *Common Core State Standards for English Language Arts, Disciplinary Literacy, and Mathematics*. While these are often viewed as separate efforts or

initiatives, each of them is connected to a larger vision of every child graduating college and career ready. The graphic below illustrates how these initiatives function together for a common purpose. Here, the vision and set of guiding principles form the foundation for building a supportive process for teaching and learning rigorous and relevant content. The following sections articulate this integrated approach to increasing student success in Wisconsin schools and communities.

### Relationship Between Vision, Principles, Process, Content



### A Vision: Every Child a Graduate

In Wisconsin, we are committed to ensuring every child is a graduate who has successfully completed a rigorous, meaningful, 21st century education that will prepare him or her for careers, college and citizenship. Though our public education system continues to earn nation-leading graduation rates, a fact we can be proud of, one in ten students drop out of school, achievement gaps are too large, and overall achievement could be even higher. This vision for every child a graduate guides our beliefs and approaches to education in Wisconsin.

### Guided By Principles

All educational initiatives are guided and impacted by important and often unstated attitudes or principles for teaching and learning. *The Guiding Principles for Teaching and Learning* emerge from research and provide the touchstone for practices that truly affect the vision of every child a graduate prepared for college and career. When made transparent, these principles inform what happens in the classroom, the implementation and evaluation of programs, and most important, remind us of our own beliefs and expectations for students.



### Ensuring a Process for Student Success

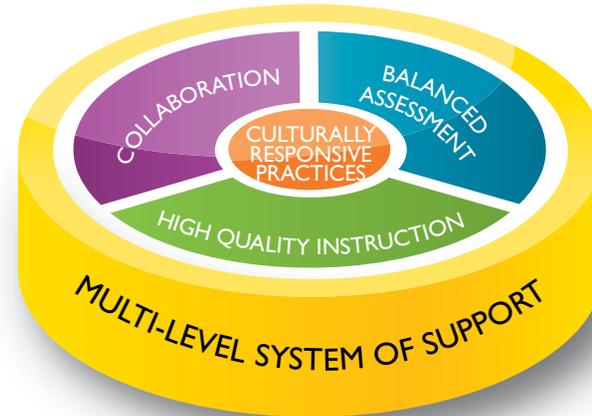
To ensure that every child in Wisconsin graduates prepared for college and career, schools need to provide high quality instruction, balanced assessment and collaboration reflective of culturally responsive practices. The Wisconsin Response to Intervention (RtI) framework helps to organize the components of a system designed to support student learning. Below, the three essential elements of high quality instruction, balanced assessment and collaboration interact within a multi-level system of support to ensure each student receives what he or she needs to access higher levels of academic and behavioral success.

At the school or district level, programs, initiatives and practices related to high quality instruction, balanced assessment and collaboration can be more powerful when organized or braided to function systemically to support all students. The focus must be on a comprehensive approach to student learning.

### Connecting to Content: The Common Core State Standards

Within this vision for increased student success, rigorous, internationally-benchmarked academic standards provide the content for high quality curriculum and instruction, and for a balanced assessment system aligned to those standards. With the adoption of the CCSS, Wisconsin has the tools to build world-class curriculum, instruction and assessments for greater student learning. The CCSS articulate what we teach so that educators can focus on how instruction can best meet the needs of each student. When implemented within a multi-level system of support, the CCSS can help to ensure that every child will graduate prepared for college, work and a meaningful life.

### Wisconsin's Vision for RtI



**“Educators must work together with families, community members, and business partners to connect the most promising practices in the most meaningful contexts.”**



## Guiding Principles for Teaching and Learning

These guiding principles are the underpinnings of effective teaching and learning for every Wisconsin teacher and every Wisconsin student. They are larger than any one initiative, process or set of standards. Rather, they are the lens we look through as we identify teaching and learning standards, design assessments and determine what good instruction looks like. These principles recognize that every student has the right to learn and are built upon three essential elements: high quality instruction, balanced assessment, and collaboration. They are meant to align with academic excellence, rigorous instruction, and college and career readiness for every Wisconsin student. For additional research, resources and probing questions to support professional learning on the six principles, please see the Wisconsin Research and Resources section of this document.

### **Every student has the right to learn.**

It is our collective responsibility as an education community to make certain each child receives a high-quality, challenging education designed to maximize potential, an education that reflects and stretches his or her abilities and interests. This belief in the right of every child to learn forms the basis of equitable teaching and learning. The five principles that follow cannot exist without this commitment guiding our work.

### **Instruction must be rigorous and relevant.**

To understand the world in which we live, there are certain things we all must learn. Each school subject is made up of a core of essential knowledge that is deep, rich, and vital. Every student, regardless of age or ability, must be taught this essential knowledge. What students learn is fundamentally connected to how they learn, and successful instruction blends the content of a discipline with processes of an engaging learning environment that changes to meet the dynamic needs of all students.



### **Purposeful assessment drives instruction and affects learning.**

Assessment is an integral part of teaching and learning. Purposeful assessment practices help teachers and students understand where they have been, where they are, and where they might go next. No one assessment can provide sufficient information to plan teaching and learning. Using different types of assessments as part of instruction results in useful information about student understanding and progress. Educators should use this information to guide their own practice and in partnership with students and their families to reflect on learning and set future goals.

### **Learning is a collaborative responsibility.**

Teaching and learning are both collaborative processes. Collaboration benefits teaching and learning when it occurs on several levels: when students, teachers, family members, and the community collectively prioritize education and engage in activities that support local schools, educators, and students; when educators collaborate with their colleagues to support innovative classroom practices and set high expectations for themselves and their students; and when students are given opportunities to work together toward academic goals in ways that enhance learning.

### **Students bring strengths and experiences to learning.**

Every student learns. Although no two students come to school with the same culture, learning strengths, background knowledge, or experiences, and no two students learn in exactly the same way, every student's unique personal history enriches classrooms, schools, and the community. This diversity is our greatest education asset.

### **Responsive environments engage learners.**

Meaningful learning happens in environments where creativity, awareness, inquiry, and critical thinking are part of instruction. Responsive learning environments adapt to the individual needs of each student and encourage learning by promoting collaboration rather than isolation of learners. Learning environments, whether classrooms, schools, or other systems, should be structured to promote engaged teaching and learning.



## Reaching Every Student; Reaching Every Discipline

### Reaching Every Student

The CCSS set high, clear and consistent expectations for all students. In order to ensure that all students can meet and exceed those expectations, Wisconsin educators provide flexible and fluid support based on student need. Each student brings a complex system of strengths and experiences to learning. One student may have gifts and talents in mathematics and need additional support to reach grade-level standards in reading. A student may be learning English as a second language while remaining identified for gifted services in science. The following statements provide guidance for how to ensure that the CCSS provide the foundation for learning for every student in Wisconsin, regardless of their unique learning needs.

### Application of Common Core State Standards for English Language Learners

The National Governors Association Center for Best Practices and the Council of Chief State School Officers strongly believe that all students should be held to the same high expectations outlined in the Common Core State Standards. This includes students who are English language learners (ELLs). However, these students may require additional time, appropriate instructional support, and aligned assessments as they acquire both English language proficiency and content area knowledge.

ELLs are a heterogeneous group with differences in ethnic background, first language, socioeconomic status, quality of prior schooling, and levels of English language proficiency. Effectively educating these students requires pre-assessing each student instructionally, adjusting instruction accordingly, and closely monitoring student progress. For example, ELLs who are literate in a first language that shares cognates with English can apply first-language vocabulary knowledge when reading in English; likewise ELLs with high levels of schooling can often bring to bear conceptual knowledge developed in their first language when reading in English. However, ELLs with limited or interrupted schooling will need to acquire background knowledge prerequisite to educational tasks at hand. Additionally, the development of native-like proficiency in English takes many years and may not be achieved by all ELLs especially if they start

schooling in the US in the later grades. Teachers should recognize that it is possible to achieve the standards for reading and literature, writing and research, language development and speaking and listening without manifesting native-like control of conventions and vocabulary.

### English Language Arts

The Common Core State Standards for English Language Arts (ELA) articulate rigorous grade-level expectations in the areas of reading, writing, speaking, listening to prepare all students to be college and career ready, including English language learners. Second-language learners also will benefit from instruction about how to negotiate situations outside of those settings so they are able to participate on equal footing with native speakers in all aspects of social, economic, and civic endeavors.

ELLs bring with them many resources that enhance their education and can serve as resources for schools and society. Many ELLs have first language and literacy knowledge and skills that boost their acquisition of language and literacy in a second language; additionally, they bring an array of talents and cultural practices and perspectives that enrich our schools and society. Teachers must build on this enormous reservoir of talent and provide those students who need it with additional time and appropriate instructional support. This includes language proficiency standards that teachers can use in conjunction with the ELA standards to assist ELLs in becoming proficient and literate in English. To help ELLs meet high academic standards in language arts it is essential that they have access to:

- Teachers and personnel at the school and district levels who are well prepared and qualified to support ELLs while taking advantage of the many strengths and skills they bring to the classroom;
- Literacy-rich school environments where students are immersed in a variety of language experiences;
- Instruction that develops foundational skills in English and enables ELLs to participate fully in grade-level coursework;



- Coursework that prepares ELLs for postsecondary education or the workplace, yet is made comprehensible for students learning content in a second language (through specific pedagogical techniques and additional resources);
- Opportunities for classroom discourse and interaction that are well-designed to enable ELLs to develop communicative strengths in language arts;
- Ongoing assessment and feedback to guide learning; and
- Speakers of English who know the language well enough to provide ELLs with models and support.

### Application to Students with Disabilities

The Common Core State Standards articulate rigorous grade-level expectations in the areas of mathematics and English language arts. These standards identify the knowledge and skills students need in order to be successful in college and careers.

Students with disabilities, students eligible under the Individuals with Disabilities Education Act (IDEA), must be challenged to excel within the general curriculum and be prepared for success in their post-school lives, including college and/or careers. These common standards provide an historic opportunity to improve access to rigorous academic content standards for students with disabilities. The continued development of understanding about research-based instructional practices and a focus on their effective implementation will help improve access to mathematics and English language arts (ELA) standards for all students, including those with disabilities. Students with disabilities are a heterogeneous group with one common characteristic: the presence of disabling conditions that significantly hinder their abilities to benefit from general education (IDEA 34 CFR §300.39, 2004). Therefore, how these high standards are taught and assessed is of the utmost importance in reaching this diverse group of students.

In order for students with disabilities to meet high academic standards and to fully demonstrate their conceptual and procedural knowledge and skills in mathematics, reading, writing, speaking and listening (English language arts), their instruction must incorporate supports and accommodations, including:

- Supports and related services designed to meet the unique needs of these students and to enable their access to the general education curriculum (IDEA 34 CFR §300.34, 2004).
- An Individualized Education Program (IEP)<sup>1</sup> which includes annual goals aligned with and chosen to facilitate their attainment of grade-level academic standards.
- Teachers and specialized instructional support personnel who are prepared and qualified to deliver high-quality, evidence-based, individualized instruction and support services.

Promoting a culture of high expectations for all students is a fundamental goal of the Common Core State Standards. In order to participate with success in the general curriculum, students with disabilities, as appropriate, may be provided additional supports and services, such as:

- Instructional supports for learning, based on the principles of Universal Design for Learning (UDL),<sup>2</sup> which foster student engagement by presenting information in multiple ways and allowing for diverse avenues of action and expression.
- Instructional accommodations (Thompson, Morse, Sharpe & Hall, 2005), changes in materials or procedures, which do not change the standards but allow students to learn within the framework of the Common Core.
- Assistive technology devices and services to ensure access to the general education curriculum and the Common Core State Standards.

Some students with the most significant cognitive disabilities will require substantial supports and accommodations to have meaningful access to certain standards in both instruction and assessment, based on their communication and academic needs. These supports and accommodations should ensure that students receive access to multiple means of learning and opportunities to demonstrate knowledge, but retain the rigor and high expectations of the Common Core State Standards.



### Implications for the Common Core State Standards for Students with Gifts and Talents

The CCSS provide a roadmap for what students need to learn by benchmarking expectations across grade levels. They include rigorous content and application of knowledge through higher-order skills. As such, they can serve as a foundation for a robust core curriculum, however, students with gifts and talents may need additional challenges or curricular options. In order to recognize what adaptations need to be made or what interventions need to be employed, we must understand who these students are.

According to the National Association for Gifted Children (2011), “Giftedness, intelligence, and talent are fluid concepts and may look different in different contexts and cultures” (para. 1). This means that there are students that demonstrate high performance or have the potential to do so in academics, creativity, leadership, and/or the visual and performing arts. Despite this diversity there are common characteristics that are important to note.

Students with gifts and talents:

- Learn at a fast pace.
- Are stimulated by depth and complexity of content.
- Make connections.

These traits have implications for how the Common Core State Standards are used. They reveal that as curriculum is designed and instruction, is planned there must be:

- Differentiation based on student readiness, interest, and learning style:
  - Pre-assessing in order to know where a student stands in relation to the content that will be taught (readiness), then teach those standards that the student has not mastered and enrich, compact, and/or accelerate when standards have been mastered. This might mean using standards that are beyond the grade level of the student.
  - Knowledge of our students so we are familiar with their strengths, background knowledge, experiences, interests, and learning styles.

- Flexible grouping to provide opportunities for students to interact with peers that have similar abilities, similar interests, and similar learning styles (homogenous grouping), as well as different abilities, different interests, and different learning styles (heterogeneous grouping).
- Differentiation of content, process, and product.
  - Use of a variety of materials (differentiating content) to provide challenge. Students may be studying the same concept using different text and resources.
  - Variety of tasks (differentiating process). For example in a science lesson about the relationship between temperature and rate of melting, some students may use computer-enhanced thermometers to record and graph temperature so they can concentrate on detecting patterns while other students may graph temperature at one-minute intervals, then examine the graph for patterns.
  - Variety of ways to demonstrate their learning (differentiating product). These choices can provide opportunities for students with varying abilities, interests, and learning styles to show what they have discovered.
- Adjustment to the level, depth, and pace of curriculum.
  - Compact the curriculum to intensify the pace.
  - Vary questioning and use creative and critical thinking strategies to provide depth.
  - Use standards beyond the grade level of the students. Since the CCSS provide a K-12 learning progression, this is easily done.
  - Accelerate subject areas or whole grades when appropriate.
- Match the intensity of the intervention with the student’s needs. This means that we must be prepared to adapt the core curriculum and plan for a continuum of services to meet the needs of all students, including those with gifts and talents.



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## Reaching Every Discipline Wisconsin's Approach to Disciplinary Literacy

### Background

In Wisconsin, we hold the vision that every child must graduate ready for post-secondary education and the workforce. To achieve this vision, students must develop the skills to think, read, communicate, and perform in many academic contexts. If students must develop these specific skills, every educator must then consider how students learn to read, write, think, speak and listen in their discipline.

The kinds of reading, writing, thinking, speaking and listening required in a marketing course are quite different when compared with the same processes applied in an agriculture, art or history course. For example, a student may have successfully learned the vocabulary and content needed to score an A on a freshman biology test, but finds he still struggles to understand relevant articles from *Popular Science Magazine*, or use his science vocabulary to post respected responses on an environmental blog he reads at home. This student knows biology content, but lacks the disciplinary literacy to think, read, write, and speak with others in this field. Without this ability, his content knowledge is limited only to the classroom, and cannot extend to the real world around him.

**In Wisconsin, disciplinary literacy is defined as the confluence of content knowledge, experiences, and skills merged with the ability to read, write, listen, speak, think critically and perform in a way that is meaningful within the context of a given field.**

Teaching for disciplinary literacy ensures that students develop the skills to use the deep content knowledge they learn in school in ways that are relevant to each of them, and to the world around them.

In 2009, *The State Superintendent's Adolescent Literacy Plan* offered recommendations for how to begin professional conversations about disciplinary literacy in Wisconsin. The plan recommended Wisconsin write standards for literacy that were specific to each discipline, and emphasized the need to accompany these literacy standards with discipline-specific professional learning.

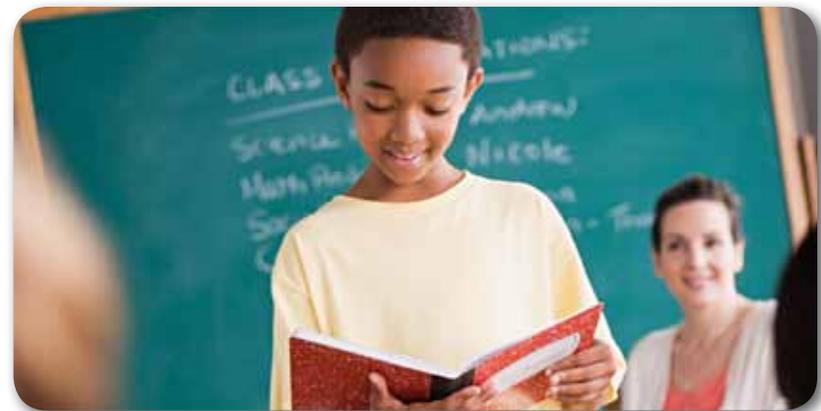
### Wisconsin's Approach to Disciplinary Literacy

In 2010, the Council of Chief State School Officers (CCSSO) responded to this need for standards by publishing Common Core State Standards for Literacy in History/Social Studies, Science and Technical Subjects in grades 6-12. These standards were adopted by State Superintendent Tony Evers in June 2010. Wisconsin applauds this bold move to begin a national conversation on disciplinary literacy, and recognizes the need to broaden this effort to include all disciplines, and every educator in every grade level.

The ability to read, write, think, speak, and listen, in different ways and for different purposes begins early and becomes increasingly important as students pursue specialized fields of study in high school and beyond. These abilities are as important in mathematics, engineering and art courses as they are in science, social studies and English.

To further solidify Wisconsin's expanded approach to disciplinary literacy, a statewide leadership team comprised of K-16 educators from diverse subject areas was convened. A set of foundations, was established and directs Wisconsin's approach to disciplinary literacy.

This document begins the conversation about literacy in all subjects. It will come to life when presented to teachers and they are able to showcase their subjects' connection to literacy in all subjects which will bring the literacy standards to life for their community of learners.





### Wisconsin Foundations for Disciplinary Literacy

To guide understanding and professional learning, a set of foundational statements, developed in concert with *Wisconsin's Guiding Principles for Teaching and Learning*, directs Wisconsin's approach to disciplinary literacy.

- Academic learning begins in early childhood and develops across all disciplines.
- Content knowledge is strengthened when educators integrate discipline-specific literacy into teaching and learning.
- The literacy skills of reading, writing, listening, speaking and critical thinking improve when content-rich learning experiences motivate and engage students.
- Students demonstrate their content knowledge through reading, writing, listening, and speaking as part of a content literate community.

### Wisconsin's Common Core Standards for Literacy in All Subjects

With the Wisconsin Foundations for Disciplinary Literacy, Wisconsin expands the Common Core State Standards for Literacy in History/ Social Studies, Science and Technical Subjects, to include every educator in every discipline and at every level. The Common Core Standards for English Language Arts include the Literacy Standards in History/ Social Studies, Science and Technical Subjects as well as other relevant standards materials, resources, and research that support discipline-specific conversations across all content areas and grade levels.

The Common Core State Standards for Literacy in all Subjects is included as part of every set of Wisconsin standards as each discipline is reviewed in accordance with the process for Wisconsin standards revision <http://www.dpi.wi.gov/standards>. This document includes relevant resources and research that may be helpful in advancing school and district conversations, and can also be downloaded at [www.dpi.wi.gov/standards](http://www.dpi.wi.gov/standards) or purchased as a stand-alone document through [www.dpi.wi.gov/publications](http://www.dpi.wi.gov/publications).

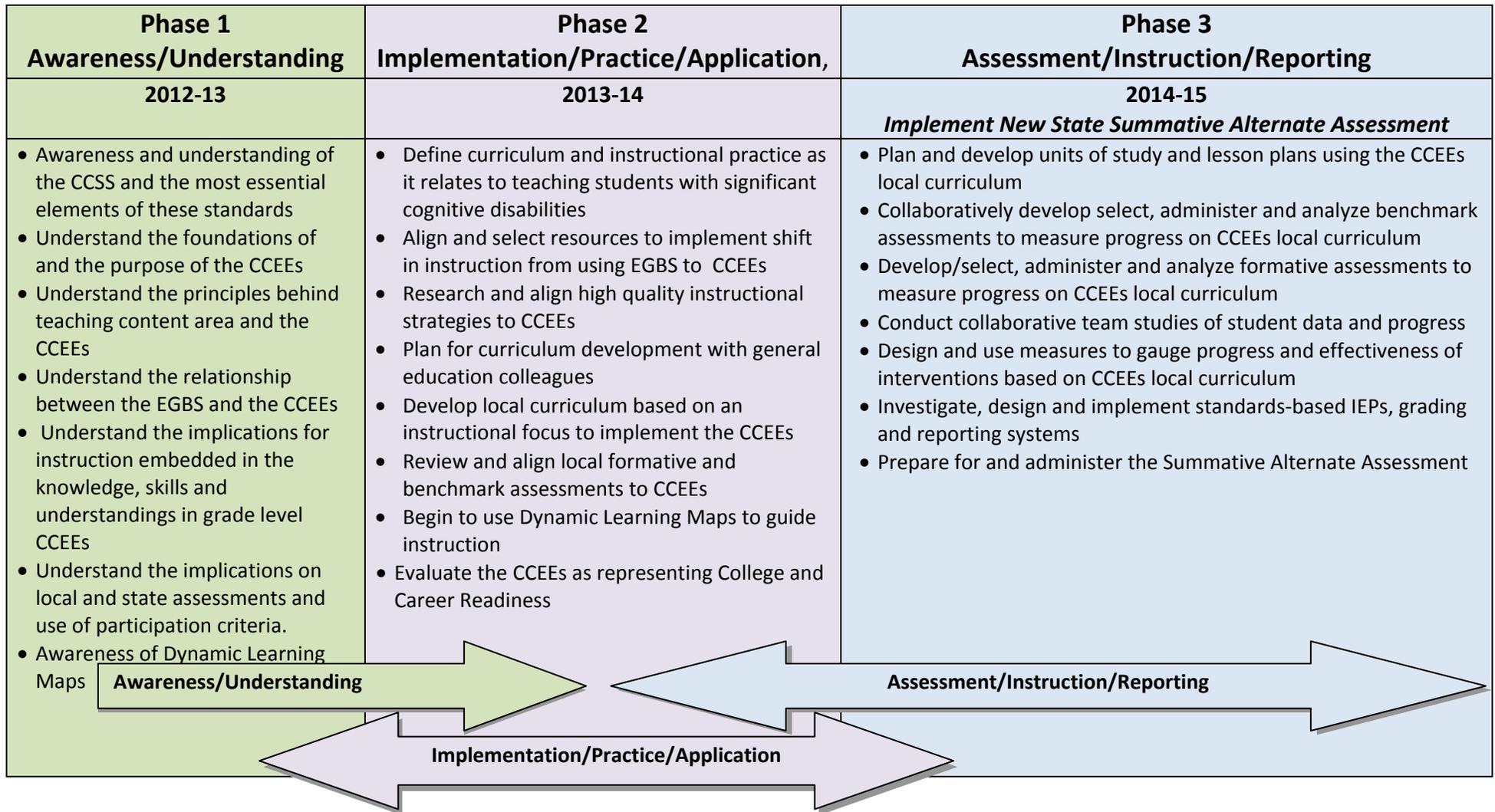


## Wisconsin Common Core Essential Elements (CCEEs)

### Access to Academic Content: Instruction and Assessment for Students with Significant Cognitive Disabilities

#### Implementation Timeline- District/Local Education Agency Work

**Draft**



## **The Wisconsin Standards, Instruction, and Assessment Center: Serving Wisconsin Educators**

### **Purpose**

The Standards, Instruction, and Assessment Center will centralize content experts focused on development of high-quality, standardized resources and training plans related to the Common Core State Standards (CCSS) that will be easily accessed at low to no cost across the state. This Center will serve as a separate-but-connected entity centered at the Department of Public Instruction in partnership with CESA and institutions of higher education, one that is empowered to address needs related to high quality instructional practices by quickly developing excellent online resources, training plans, and virtual modules. Further, the Center will serve as a hub of content experts to serve the whole state on a regional basis.

#### Priorities:

- Standardization of highly accessible materials and fidelity of implementation
- Low to no cost resources
- Increased access to content expertise across the state
- Centralized leadership connected to DPI
- Agility, speed, and responsiveness to needs across the state and DPI direction
- Partnerships with IHEs

### **Stakeholders: Who is the Center for?**

With the goal of improving outcomes of all students, the SIA Center will create resources for classroom educators and other educational stakeholders with a focus on improving instructional practices.

Resources for classroom educators will focus on how they can improve their practices; resources for principals will focus on how they can best support their classroom educators' improvement; resources for other school and district staff will similarly focus on bringing the Common Core State Standards to life for each and every student. To do this, all resources will incorporate Universal Design for Learning (UDL) principles, and will take advantage of technology to the fullest extent possible to ensure greater accessibility.

### **CESA Role**

In order to facilitate more district contact time for CESA staff, the SIA Center will provide high-quality, standardized resources for use in every CESA. CESA staff will be able to focus their expertise to add value through one-on-one and group training and planning sessions with their districts. The training and other sessions will benefit from use of standardized resource that are diligently devised to reach specific audiences: general education and special education teachers; English as a second language and bilingual education teachers; and other educational leaders. By creating resources that incorporate UDL principles, the SIA Center will contribute to personalization of learning, and in doing so, open up the important content of the CCSS to all students.

## Outcomes

Ultimately, the Center aims to produce resources that result in improved instructional practices that embed

- A deep understanding of the CCSS
- Consistent, appropriate attention to data to inform decisions
- Assessment practices that improve learning and inform instruction

These high-quality instructional practices will in turn result in better outcomes for students, specifically higher rates of college and career readiness (measures TBD).

## Initial Scope of Work

### 2012-13

The first year of the SIA Center will focus on two things:

1. Establishing a governance structure and relationships with stakeholders across the state
2. Building in-depth K-12 CCSS content knowledge in disciplinary literacy, English language arts, and mathematics
  - a. In general education
  - b. For special education
  - c. For English language learners

These foci require

- Development of resources that provide representative samples of high quality instruction that includes purposeful, embedded assessment, based in CCSS
- Instrument to gauge classroom-level CCSS implementation
- An online bank of resources
  - Make high-quality materials available across the state
  - Serve as a forum for educators

## Initial Outputs

Initial professional development to be focused on the following

1. Elementary reading
2. Middle and high school mathematics
3. Disciplinary literacy (at all levels)

Tasks (Spring-Fall 2012):

- SIA Center proposal approved
- Identification of partner agency/institution/system/network
- Funding structure finalized
- Positions posted
- Hire staff

## Long-term Scope of Work (three-to-five-year plan)

In year two, the SIA Center will focus on assessment literacy, and specifically the relationship of formative practices as a key part of instruction. This links the CCSS with instructional practices and assessment. Year three of the SIA Center will focus not only on assessment, but including other types of data to inform and adjust instructional practices.

# The Wisconsin Standards, Instruction and Assessment Center:

Using an established and proven model to create a high quality, connected, equitable professional learning center

## Wisconsin Response to Intervention Center Established 2009



### Current professional learning includes:

- Response to Intervention Foundational Overview
- Universal Instructional Practices Review (Reading and Mathematics)
- Data Analysis: Screening and Progress Monitoring
- Assessment Literacy
- Evidence Based Practices
- Family Involvement
- Coaches Professional Learning Series

### Capacity:

20.0 FTE (statewide experts, and regional technical assistance coordinators for academics and behavior)

*Drawing on Wisconsin Response to Intervention infrastructure makes proposed Center cost-effective for Wisconsin, and easily replicable for other states*

### Replicable Practices and Processes:

- Co-led by Wisconsin Department of Public Instruction and Cooperative Educational Services Agencies
- Online tool for district-level evaluation
- Professional learning communities model
- Statewide technical assistance coordinators and data and evaluation practices
- Consistent protocol, processes, practices, and expectations

## Wisconsin Standards, Instruction, and Assessment Center



### Center will draw on:

- Wisconsin Department of Public Instruction guidance documents
- Learning Forward Standards for Professional Learning
- Wisconsin Guiding Principles for Teaching and Learning
- Statewide Common Core State Standards professional development for English language arts and mathematics
- 2011-12 plan to develop 2.0 Curriculum resources
- Wisconsin approach to disciplinary literacy

### Learning Forward Partnership will bring:

- Statewide approach to professional learning
- Addition of 50 statewide CCSS trainers
- Increased capacity to build connected learning for standards, instruction, assessment, and educator effectiveness



WISCONSIN DEPARTMENT OF  
**PUBLIC INSTRUCTION**

Tony Evers, PhD, State Superintendent

Sample Project for SIA Center  
(Actual In-Process Proposal )

## Draft Proposal Overview:

### Seeking Joint Partnership of CESA, WSRA and DPI to develop and hold ongoing statewide CCSS content training in ELA and Disciplinary Literacy

#### Background:

- WSRA has developed 3 one-day pilot trainings to address aspects of CCSS that are new/different/complex to educators:
  - Disciplinary Literacy (Doug Buehl as keynote presenter, Claire Wick and Doug Buehl as break-out hosts)
  - Text Complexity (Kathy Galvin and Tamara Maxwell as keynote presenters and Deb Zarling and Tamara Maxwell as break out hosts)
  - Vocabulary (TBD)
- The 3 pilots have been/will be held at CESA 1 through Wisconsin Education Innovations. The first (Disciplinary Literacy) drew a capacity crowd on a Saturday.
- The formats for the one-day institutes are the same:
  - Practice-oriented keynote presentation in the morning by Wisconsin experts
  - Break-out sessions in the afternoon
  - Ongoing capacity for collaborative discussion following the institute via online technology through Read Wisconsin

#### Big Idea:

- Leveraging the expertise of CESA SIS, DPI and WSRA, modify the pilots into statewide regional or CESA-based trainings that are:
  - Consistent with the language of the CCSS Curriculum Companion trainings (situating the work within the current CESA PD offerings)
  - Embellished with the best pre-existing or developing CESA trainings (ex: CESA 5's work with DL)
  - Addressing the deeper content learning needs of educators relative to the ELA and DL CCSS
  - Vetted, endorsed and collaboratively planned and executed by our three organizations, lending credibility and leveraging relationships and reputations to make maximum impact

#### Proposed Process:

- DPI would convene collaborative working teams to workshop and modify each of the three trainings into statewide modules
- CESA SIS and WSRA would identify the appropriate representatives to serve as members of this collaborative planning group
- Once completed, modules would be shared and logistics planned for how to host these trainings regionally or on a CESA by CESA basis in concert with current CCSS offerings

Ensure a separate physical space with a dedicated meeting room large enough for 15 people and a general area with office-like space for approx 8 spaces (four permanent spaces and 4-5 floating spaces).

**SIA Center Proposal for 2012-2013**

<b>Administrative Oversight of full time staff: Content and Learning Team</b>				
<b>FTE</b>	<b>New position?</b>	<b>Title</b>	<b>Classification</b>	<b>Skill Set</b>
1.0	YES	SIA Project Director	Consultant	-Big picture thinker -PD person -Curriculum generalist -Universal design orientation -connector between diverse communities (CESA, IHE, POs and specialized groups) -technology and/or online teaching/learning experience
1.0	YES	Mathematics Lead	Consultant	-Mathematics education background -intimate knowledge of research and high leverage implementation strategies - technology and/or online teaching/learning experience
1.0	YES	ELA lead	Consultant	-Reading and ELA education background -intimate knowledge of research and high leverage implementation strategies - technology and/or online teaching/learning experience
1.0	YES	Center Support	OOA or Ed Spec	-strong technology and marketing background -experience with web design -experience with editing content
.5	no	Mathematics support: CALT	Consultant	-Teaching and learning in Mathematics background
.4	no	Mathematics support: Title One	Consultant	-Title One and mathematics perspective
.4	no	Mathematics support: Assessment	Consultant	-Assessment and mathematics perspective
.4	no	Mathematics support Special Education	Consultant	-Special education and mathematics perspective
.5	no	ELA support: CALT	Consultant	-Teaching and learning in ELA background
.4	no	ELA support: Title One	Consultant	-Title One and ELA perspective
.4	no	ELA support: Assessment	Consultant	-Assessment and ELA perspective
.4	no	ELA support Special	Consultant	-Special education and ELA perspective

Appendix 4d - DPI's Design for SIA Center and SIA Center Schedule

		Education		
.5	no	Teacher Effectiveness liaison	Consultant	-makes the connection between teacher effectiveness system and CCSS implementation

**Sample Proposed Weekly Schedule**

<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>
8-12: Full time Center staff meeting  (plus ed effectiveness consultant)	8-12: Math Team planning meeting	8-12: Whole Center Meeting	8-12: ELA Team planning meeting	8-4:30  Full time Center staff individual work day
12:30-4:30  Full time team infrastructure building (ie—web design, product/project creations and synchronization)  (plus ed effectiveness consultant)	12:30-4:30  Math team implementation time  -time for mathematics content development, design and content related meetings with CESA staff, IHE, etc  -time for math Cadre connections to field	12:30-4:30  Whole center SIA Center work  -time for full team to meet with other stakeholders (DPI folks like OEL staff, waiver folks, G/T, etc or CESAs, IHEs, POs)	12:30-4:30  ELA Team Implementation time  -time for ELA content development, design and content related meetings with CESA staff, IHE, etc  -time for ELA Cadre connections to field	CALT ELA and Math available for half day  Ed Effectiveness available all day  -time for ELA/Math Cadre connections to field

## WISCONSIN'S STANDARDS, INSTRUCTION, AND ASSESSMENT CENTER: YEAR ONE

Key Milestone or Activity	Detailed Timeline	Party or Parties Responsible	Resources (e.g., staff time, additional funding)	Significant Obstacles
Position descriptions written and posted for key SIA Center Staff	Mid-May 2012	Content and Learning Team; Human Resources; Department of Administration	<ul style="list-style-type: none"> <li>▪ New allocation of funding required for Center staff</li> <li>▪ Current staff time needed for planning, hiring, initial, and ongoing work (see Appendix 4D for more information about staff allocation and scheduling)</li> <li>▪ Possible sources of funding identified across the agency: Title I, Title IIa, Title III, Division for Libraries and Technology, early childhood braided funding, Title VI</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable funding sources</li> <li>▪ Unique location arrangements needed to provide Center staff appropriate collective work and meeting space</li> <li>▪ Allocation of staff positions from existing agency divisions</li> </ul>
Internal arrangements for SIA Center location (space) made	June 2012	Content and Learning Team; Building Staff		
Center Coordinator Hired	July 2012	Content and Learning Team; Human Resources		
Mathematics, English language arts, and reading leads hired; other Center staff hired	August 2012	Content and Learning Team; Human Resources		
Assessment Literacy Lead and Instructional Designer hired	Late August 2012	Content and Learning Team; Human Resources		
Evaluator Hired	September 2012	Content and Learning Team; Human Resources		
Design and distribute survey of content, instruction, and assessment needs for educators (teachers and principals)	Mid-September 2012	SIA Center Staff; DPI cross-agency staff (Content and Learning team, Special Education team, Office of Educational Accountability, Career and Technical Education, etc)		
Analyze internal data and survey data to determine scope and sequence for Mathematics, ELA, Disciplinary Literacy, and Principal Leadership modules	Late September 2012	SIA Center Staff		
Create Drupal (website) environment for SIA Center	Late September 2012	SIA Center Staff; Technical Services Staff		
Convene Mathematics Advisory Team (Wisconsin Mathematics Council and IHE's): in-person meeting to develop Mathematics Module 1 based on needs assessment results. Ongoing development of Module 1 continued	October 2012	SIA Center; Content and Learning Team		

Appendix 4e - High Quality Plan for SIA Center

<b>Key Milestone or Activity</b>	<b>Detailed Timeline</b>	<b>Party or Parties Responsible</b>	<b>Resources (e.g., staff time, additional funding)</b>	<b>Significant Obstacles</b>
electronically.				
Convene ELA Advisory Team (Wisconsin Council of Teachers of English and IHE's): in-person meeting to develop ELA Module 1 based on needs assessment results. Ongoing development of Module 1 continued electronically.	October 2012	SIA Center; Content and Learning Team		
Convene Disciplinary Literacy Advisory Team (Wisconsin School Reading Association and IHE's): in-person meeting to develop DL Module 1 based on needs assessment results. Ongoing development of Module 1 continued electronically.	October 2012	SIA Center; Content and Learning Team		
Convene Instructional Leadership (Principal) Advisory Team (Association of Wisconsin School Administrators and IHE's): in-person meeting to develop Instructional Leadership Module 1 based on data analysis. Continue development of Module 1 electronically.	October 1	SIA Center; Content and Learning Team		
Design and produce Mathematics Module 1	December 2012	SIA Center; Content and Learning Team; Advisory Group		
Design and produce ELA Module 1	December 15, 2012	SIA Center; Content and Learning Team; Advisory Group		
Design and produce DL Module 1	December 15, 2012	SIA Center; Content and Learning Team; Advisory Group		
Design and produce Instructional Leadership Module 1	December 15, 2012	SIA Center; Content and Learning Team; Leadership Advisory Group		
Regional professional development to train-the-trainers for Mathematics	January 31, 2013	SIA Center; Content and Learning Team		

Appendix 4e - High Quality Plan for SIA Center

<b>Key Milestone or Activity</b>	<b>Detailed Timeline</b>	<b>Party or Parties Responsible</b>	<b>Resources (e.g., staff time, additional funding)</b>	<b>Significant Obstacles</b>
Module 1				
Regional professional development to train-the-trainers for ELA Module 1	January 31, 2013	SIA Center; Content and Learning Team		
Regional professional development to train-the-trainers for DL Module 1	January 31, 2013	SIA Center; Content and Learning Team		
Regional professional development to train-the-trainers for Instructional Leadership Module 1	January 31, 2013	SIA Center; Content and Learning Team; Leadership Advisory Group		
Provide technical assistance to schools for Mathematics, ELA, DL, and Instructional Leadership Module 1	January 31, 2013	SIA Center; Content and Learning Team		
Create and make available online asynchronous learning opportunities for Mathematics, ELA, DL, and Instructional Leadership Module 1	February 15, 2013	SIA Center; Content and Learning Team		
Convene Mathematics, ELA, DL, and Instructional Leadership Advisory Team F2F meetings to develop Module 2 based on data analysis. Continue development of Module 2 electronically.	February 1, 2013	SIA Center; Content and Learning Team		
Design and produce Math, ELA, DL, and Instructional Leadership Module 2	March 1, 2013	SIA Center; Content and Learning Team		
Regional professional development to train-the-trainers for Mathematics, ELA, DL, and Instructional Leadership Module 2	March 31, 2013	SIA Center; Content and Learning Team		
Provide technical assistance to schools for Mathematics, ELA, DL, and Instructional Leadership Module 2	March 31, 2013	SIA Center; Content and Learning Team		
Create and make available online asynchronous learning opportunities for Mathematics, ELA, DL, and Instructional	April 15, 2013	SIA Center; Content and Learning Team		

Appendix 4e - High Quality Plan for SIA Center

<b>Key Milestone or Activity</b>	<b>Detailed Timeline</b>	<b>Party or Parties Responsible</b>	<b>Resources (e.g., staff time, additional funding)</b>	<b>Significant Obstacles</b>
Leadership Module 2				
Convene Mathematics, ELA, DL, and Instructional Leadership Advisory Team F2F meetings to develop Module 3 based on data analysis. Continue development of Module 3 electronically.	April 1, 2013	SIA Center; Content and Learning Team		
Design and produce Math, ELA, DL, and Instructional Leadership Module 3	May 1, 2013	SIA Center; Content and Learning Team		
Regional professional development to train-the-trainers for Mathematics, ELA, DL, and Instructional Leadership Module 3	May 31, 2013	SIA Center; Content and Learning Team		
Provide technical assistance to schools for Mathematics, ELA, DL, and Instructional Leadership Module 3	May 31, 2013	SIA Center; Content and Learning Team		
Create and make available online asynchronous learning opportunities for Mathematics, ELA, DL, and Instructional Leadership Module 3	June 15, 2013	SIA Center; Content and Learning Team		
Convene Mathematics, ELA, DL, and Instructional Leadership Advisory Team F2F meetings to develop Module 4 based on data analysis. Continue development of Module 4 electronically.	June 1, 2013	SIA Center; Content and Learning Team		
Design and produce Math, ELA, DL, and Instructional Leadership Module 4	July 15, 2013	SIA Center; Content and Learning Team		
Regional professional development to train-the-trainers for Mathematics, ELA, DL, and Instructional Leadership Module 4	August 30, 2013	SIA Center; Content and Learning Team		
Provide technical assistance to schools for Mathematics, ELA, DL, and Instructional Leadership Module 4	September 30, 2013	SIA Center; Content and Learning Team		
Create and make available online		SIA Center; Content and Learning		

Appendix 4e - High Quality Plan for SIA Center

<b>Key Milestone or Activity</b>	<b>Detailed Timeline</b>	<b>Party or Parties Responsible</b>	<b>Resources (e.g., staff time, additional funding)</b>	<b>Significant Obstacles</b>
asynchronous learning opportunities for Mathematics, ELA, DL, and Instructional Leadership Module 4	September 15, 2013	Team		

### **Credits Required by Districts for Graduation Summary 2011**

The following are descriptive statistics describing the credits required for graduation in the 382 applicable Wisconsin districts in 2011.

Compared to the average:

- The average number of credits required for graduation is 24.7.
- 213, or 55.8%, districts have a total credit requirement below the average of 24.7.
- 169, or 44.2%, districts have a total credit requirement above the average of 24.7.

Compared to the proposed requirement of 21.5:

- 2, or 0.5%, districts have a total credit requirement below 21.5.
- 9, or 2.4%, districts have a total credit requirement at 21.5.
- 371, or 97.1%, districts have a total credit requirement above 21.5.

## Appendix 5 - Graduation Requirements Summary

### Total Credits Required for Graduation

- About 65% of districts require between 20.1 and 25 credits to graduate.
- About 35% of districts require between 25.1 and 30 credits to graduate.

### Total Credits Required for Graduation – Grouped by Fives

Credits Required	Districts	Percent
15.1 thru 20	2	.5
20.1 thru 25	247	64.7
25.1 thru 30	133	34.8
Total	382	100.0

### Total Credits Required for Graduation - Detail

Credits Required	Districts	Percent
18.00	1	.3
20.00	1	.3
21.50	9	2.4
22.00	33	8.6
22.50	15	3.9
23.00	27	7.1
23.25	2	.5
23.50	12	3.1
23.75	1	.3
24.00	100	26.2
24.25	1	.3
24.50	11	2.9
25.00	36	9.4
25.50	9	2.4
25.60	1	.3
26.00	61	16.0
26.50	7	1.8
27.00	17	4.5
27.50	1	.3
28.00	29	7.6
28.50	1	.3
29.00	3	.8
30.00	4	1.0
Total	382	100.0

**English**

- About 98% of districts require four credits of English to graduate.
- A small percentage of districts require more, between 4.3 and 5 credits.

Credits Required	Districts	Percent
4.0	373	97.6
4.3	1	.3
4.5	7	1.8
5.0	1	.3
Total	382	100.0

**Foreign Language**

- About 98% of districts do not require foreign language credits to graduate.
- A small percentage of districts require between 0.5 and 4 credits of foreign language.

Credits Required	Districts	Percent
.0	373	97.6
.5	1	.3
1.0	3	.8
1.5	1	.3
2.0	2	.5
3.0	1	.3
4.0	1	.3
Total	382	100.0

**Computer Science**

- About 70% of districts do not require computer science credits to graduate.
- About 23% of districts require half of a credit to graduate.
- A small percentage of districts require more, up to 2 credits.

Credits Required	Districts	Percent
.00	266	69.6
.25	1	.3
.50	89	23.3
1.00	21	5.5
1.50	3	.8
2.00	2	.5
Total	382	100.0

**Mathematics**

- All districts require at least two mathematics credits to graduate.
- About 61% of districts require two mathematics credits to graduate.
- About 35% of districts require three mathematics credits to graduate.

Credits Required	Districts	Percent
2.0	234	61.3
2.5	9	2.4
3.0	134	35.1
3.5	1	.3
4.0	4	1.0
Total	382	100.0

**Science**

- All districts require at least two science credits to graduate.
- About 68% of districts require two science credits to graduate.
- About 28% of districts require three science credits to graduate.

Credits Required	Districts	Percent
2.0	259	67.8
2.5	13	3.4
3.0	106	27.7
4.0	4	1.0
Total	382	100.0

**Social Studies**

- All districts require at least three social studies credits to graduate.
- About 72% of districts require three social studies credits to graduate.
- About 17% of districts require 3.5 social studies credits to graduate.
- About 11% of districts require four social studies credits to graduate.

Credits Required	Districts	Percent
3.0	275	72.0
3.5	65	17.0
4.0	42	11.0
Total	382	100.0

**Fine Arts**

- About 84% of districts do not require fine arts credits to graduate.
- About 7% of districts require half of a credit to graduate.
- About 8% of districts require one credit to graduate.
- A small percentage of districts require more, up to four credits.

Credits Required	Districts	Percent
.00	319	83.5
.25	1	.3
.50	25	6.5
1.00	31	8.1
1.50	1	.3
2.00	3	.8
3.00	1	.3
4.00	1	.3
Total	382	100.0

**Physical Education**

- About 90% of districts require 1.5 physical education credits to graduate.
- About 8% of districts require two physical education credits to graduate.

Credits Required	Districts	Percent
.0	2	.5
1.5	345	90.3
1.8	2	.5
1.8	1	.3
2.0	31	8.1
2.5	1	.3
Total	382	100.0

**Health**

- About 2% of districts do not require health credits to graduate.
- About 95% of districts require half of a credit to graduate.
- A small percentage of districts require more, up to 1.25 credits.

Credits Required	Districts	Percent
.00	7	1.8
.50	364	95.3
.75	1	.3
1.00	9	2.4
1.25	1	.3
Total	382	100.0

**Vocational Technical**

- About 76% of districts do not require vocational technical credits to graduate.
- About 13% of districts require half of a credit to graduate.
- About 7% of districts require one credit to graduate.
- A small percentage of districts require more, up to 9.5 credits.

Credits Required	Districts	Percent
.0	291	76.2
.3	1	.3
.5	48	12.6
1.0	27	7.1
1.5	6	1.6
2.0	8	2.1
9.5	1	.3
Total	382	100.0

Appendix 5 - Graduation Requirements Summary

**Electives**

- About 0.5% of districts do not require elective credits to graduate.
- About 50% of districts require between 5.1 and 10 credits to graduate.
- About 49% of districts require between 10.1 and 15 credits to graduate.
- A small percentage of districts require more, up to 17 credits.

**Electives Credits Required – Grouped by Fives**

Credits Required	Districts	Percent
0	2	.5
.1 thru 5	2	.5
5.1 thru 10	190	49.7
10.1 thru 15	186	48.7
15.1 thru 20	2	.5
Total	382	100.0

**Electives Credits Required - Detail**

Credits Required	Districts	Percent
.00	2	.5
2.00	1	.3
5.00	1	.3
5.50	1	.3
6.00	5	1.3
6.25	1	.3
6.50	4	1.0
7.00	10	2.6
7.25	1	.3
7.45	1	.3
7.50	11	2.9
7.75	1	.3
8.00	21	5.5
8.25	1	.3
8.50	35	9.2
8.75	1	.3
9.00	40	10.5
9.50	24	6.3
9.75	1	.3
10.00	32	8.4
10.25	1	.3
10.50	37	9.7
10.60	1	.3
10.75	1	.3
11.00	53	13.9
11.50	20	5.2
12.00	26	6.8
12.25	2	.5
12.50	10	2.6
13.00	14	3.7
13.50	7	1.8
13.75	1	.3
14.00	3	.8
14.50	4	1.0
15.00	6	1.6
16.50	1	.3
17.00	1	.3
Total	382	100.0

# A Guide for Implementing Programs of Study in Wisconsin

Based upon the National Career Cluster & Pathway Framework



Published July 2011

This guide is funded by a Wisconsin Technical College System reserve grant through the Carl D. Perkins Career & Technical Education Improvement Act of 2006 and is located on the [www.dpi.wi.gov](http://www.dpi.wi.gov), [www.wicareerpathways.org](http://www.wicareerpathways.org), and [www.wtcsystem.edu](http://www.wtcsystem.edu) websites.

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**Introduction****Foreword**

Every child must graduate ready for further education and the workforce. Implementation of programs of study in schools across Wisconsin provides a framework to deliver rigorous and relevant curriculum that prepare students for success in the 21<sup>st</sup> century.

The Program of Study Implementation guide contains key components like *Teaching and Learning*; *School Counseling and Academic Advising*; *Partnerships*; and *Skill Attainment*. These are critical pieces to the bigger puzzle of creating a program of study rooted in content knowledge, skill development, business and industry partnerships, and secondary and post-secondary collaboration.

The impact of career and technical education courses changes lives and will inspire a workforce for the 21<sup>st</sup> Century. This guide will serve as a valuable resource to build quality programs that provide sustainable, systemic change in districts that advance Wisconsin's workforce and economy through education.

**Tony Evers, PhD, State Superintendent**  
Wisconsin Department of Public Instruction

Throughout the System's 100-year history, Wisconsin's 16 technical colleges have forged strong local partnerships with business and industry, as well as strong collaborations with area PK-12 districts. One result has been a solid foundation for the adoption of a Career Clusters framework and the development of clear, flexible Programs of Study.

Successful implementation of the resulting Career Pathways will ensure not only those educational offerings continue to align with industry needs, but that students see a clear path to the future and are positioned for success in the classroom and the workplace.

**Dan Clancy, President**  
Wisconsin Technical College System

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## SECTION I - INTRODUCTION

### ***Who is this guide for?***

This guide is written to assist secondary and post-secondary education professionals in creating sustained, systemic change through programs of study, connecting secondary schools with post-secondary instructional programs and 21<sup>st</sup> century careers. In this critically important work, education professionals must collaborate and leverage our resources at all levels to realize long-term, sustainable gains. Education professionals must also ensure that Pathways initiatives are done exceedingly well, incorporating continuous improvement mechanisms at each phase. "Career pathways, done well, don't just build workforces. They change lives." (McClenney, 2006)

Education professionals range from secondary to post-secondary, from administration to student services, from career and technical educators to occupational instructors to academic teachers. Stakeholders are community, business and industry individuals and groups with a specific interest in advancing Wisconsin's workforce and economy through education.

### ***What is the purpose of this Guide?***

The primary focus of **A Guide for Implementing Programs of Study in Wisconsin** is to demonstrate how PK-12 teams and post-secondary educational leaders and employers collaborate to facilitate effective PK-12 preparation and subsequent transition into post-secondary coursework and into careers. The basis of this work will be rooted in the National Career Clusters and Pathways Model, which is explained in detail in the following sections. The implementation guide provides Wisconsin context for the *Ten Key Components* of the Rigorous Program of Study (POS) Framework designed by the United States Department of Education. Programs of Study are for all students PK through 16 and beyond. The standard time assumptions are traditional semesters and academic years, etc., however, as schools are redesigned, Programs of Study are flexible enough to accommodate multiple learning structures. This guide will help make the process of POS design, development, and implementation much more beneficial for school partnerships to accomplish.

### ***How is This Guide Organized?***

This guide is organized based on recommendation from local educators. The first section is a short overview of the models and framework. The second section provides planning tools in brief format for those who are ready to take action. The third section goes into deeper discussion of each of the components. The fourth section includes resources. This is expected to be a living document available on the internet. As such we hope that educators will submit numerous tools, examples and artifacts to share with others (see the template for sharing in the appendix). Newcomers to these concepts will want to start with sections 1 and 3 and then work with section 2. Those ready to begin development or enhancement of a POS will start with section 2.

### ***Why are Career Clusters and Career Pathways Important?***

Career Clusters—The 16 **Career Clusters** provide a context for learning the skills specific to a career, and provide a structure for organizing or restructuring curriculum offerings and focusing coursework with a common theme such as an interest. **Career Clusters:**

- provide a framework for continuing contemporary, high-quality programs of college and career preparation;
- provide a framework for seamless education from high school through post-secondary;
- provide more career and educational options for students;
- provide a framework for organizing and reorganizing the delivery of career and technical education and needed 21st century skills;

## Introduction

- provide understanding of knowledge and skill transfer as well as verification of qualification.

The 79 **Career Pathways** breakdown the 16 Career Clusters into career groupings with shared knowledge, skills, and dispositions required to be successful in careers within the pathway. They are the core of workforce and economic development in Wisconsin. **Career Pathways:**

- promote the connection between education and workforce/economic development;
- offer a seamless transition from high school to career or occupation preparation;
- focus on high skill, high demand, and high wage careers;
- provide a plan for attainment of a technical skill proficiency, and a degree/credential.

Career Pathways are critical to 21<sup>st</sup> Century schools and learners. Each pathway is grounded in a set of four guiding principles:

1. **Career Pathways prepare students for post-secondary education and careers.** A Pathway is always about both objectives; it's never a choice between one or the other. The probability of making a living wage in today's economy without some form of post-secondary education is already low and will only diminish. Increasingly, career success depends on post-secondary education and gaining and regaining formal credentials—a certificate, associate's degree, bachelor's degree, or higher level of achievement. Gone are the days when high schools could be content to prepare some students for college and others for work.
2. **Career Pathways connect academics to real-world applications.** Each Pathway integrates challenging academics with a demanding career and technical educational curriculum. Pathways alter how core academic subjects are taught; they do not lower expectations about what is taught. Through the Pathways approach, students are expected to achieve at high levels in mathematics, science, English, social studies, and world languages. Students master these subjects through the power of real-world application—their learning is challenged by authentic problems and situations that are part of the modern workplace. Students also have the opportunity to be part of work-based learning and youth apprenticeship, both of which lead to industry based credentials.
3. **Career Pathways lead to the full range of post-secondary opportunities.** Pathways prepare students for all the avenues they might pursue following high school graduation—two- and four-year college, certification programs, apprenticeships, formal job training, and military service. Each Pathway represents a broad industry theme that can appeal to and engage a student regardless of prior academic achievement and post-secondary aspirations. Pathways can eliminate current practices that sort and track high school students in ways that limit options after high school. With careful attention, pathways can ensure that all students from all backgrounds and experiences can succeed in the future workforce. Core skills to be addressed through Pathways include cultural understanding and competence, global and diversity awareness, and fairness/inclusiveness skills for students. A stronger workforce and a vibrant economy is based on diverse contributions and perspectives, and social justice for all in our communities.
4. **Career Pathways improve student achievement.** Pathways and Programs of Study are based on accountability. They are designed to produce higher levels of achievement in a number of measurable arenas, including academic and technical scores, high school completion, post-secondary transitions to career and education, and attainment of a formal post-secondary credential. They also contribute, in ways that most conventional academic and career and technical education curricula do not, to increase student proficiency in vital areas such as creativity and innovation; critical thinking and problem solving;

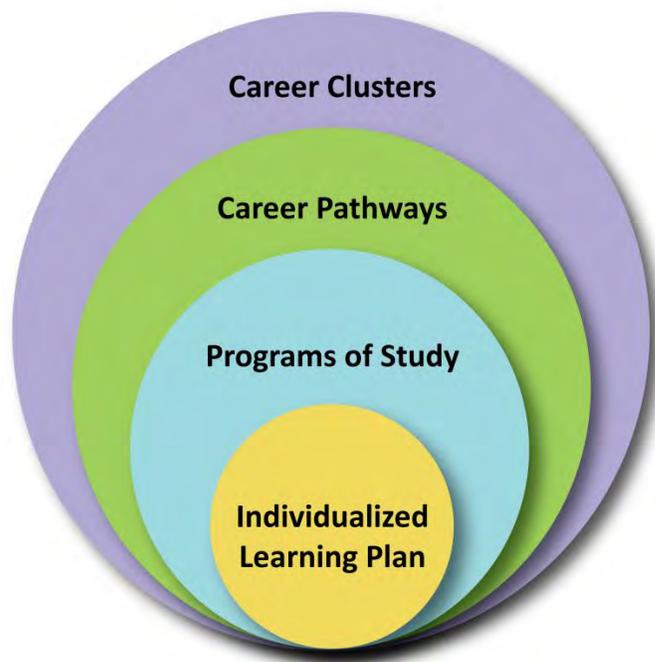
communication; collaboration; diversity competence; creativity and problem solving; and media and information literacy. Finally, Pathways make an immediate difference—helping young people gain higher earnings right after high school and giving students a leg up in the labor market while pursuing post-secondary education.

### ***Career Cluster Framework:***

The career cluster framework provides a sequential path for students to take a career interest and develop it into job potential. The 16 broad career clusters are broken down into 79 specific pathways. Students will be able to learn about multiple careers within each pathway and choose one program of study available in their school, which will be developed through the process laid out in this manual. That POS will be tied to community needs, specific partnerships, and a sequence of courses which will provide a channel for students to move seamlessly from high school to a post-secondary institution. The POS becomes a foundation for each students' Individual Learning Plan, which is a portfolio of student accomplishment in preparation for post-secondary education or the work force.

The following graphic is a detailed look at how all these pieces fit together.

### ***Career Cluster Framework***



### **Example**

**Career Cluster-**  
Manufacturing

**Career Pathway-**  
Maintenance Installation and  
Repair

**Program of Study-**Electro-  
Mechanical

**Individual Learning Plan-**A  
plan for coursework related  
artifacts, and experience from  
8<sup>th</sup> grade through 14 and  
beyond

**Career Clusters** are broad occupational groupings based on a set of common *knowledge and skills* required for a broad group of careers. Wisconsin has adopted the National 16 Career Clusters that also serve as a tool for organizing curriculum and instruction. Career clusters provide opportunities for all students regardless of their career goals and interests. They are a tool for a seamless educational system that blends rigorous

## Introduction

academic/technical preparation, provides career development, offers options for students to experience all aspects of a business or industry, and facilitates/assists students and educators with ongoing transitions.

**Career Pathways** are a sub-grouping of careers used as an organizing tool for curriculum design and instruction. Similar to career clusters, career pathways are grouped based on their requirements for a set of core and similar knowledge and skills for career success. Each pathway highlights a specific part of each cluster. An easy example of this can be seen in the Agriculture, Food and Natural Resources cluster. Seven different pathways, from Animal to Plant Systems highlight the variety of interests that each cluster holds for students.

A **Program of Study** is a specific career pathway, defined by a local school/district partnership, which is a sequence of instruction based on recommended standards and knowledge and skills, consisting of coursework, co-curricular activities, worksite learning, service learning and other learning experiences including Career and Technical Student Organizations (CTSO). The sequence of instruction provides preparation for a career.

An **Individualized Learning Plan (ILP)** includes a program of study and learning that represents a fluid, living, breathing, mapped academic plan reflecting a student's unique set of interests, needs, learning goals, and graduation requirements. It goes beyond the "four-year plan" by recording the student's connections to the larger community including examples of community service and volunteerism; membership in community organizations; participation in leadership activities outside of school; involvement in job shadowing, mentorships, and/or apprenticeships; and the pursuit of skill development through hobbies, athletics, and fine arts. See the school counseling and advising component for more information on the ILP. The Wisconsin Department of Public Instruction has created a power point outlining requirements of a sample ILP. This link can be found at: <http://dpi.wi.gov/sspw/ppt/scilp.ppt>

<b>Wisconsin's Sixteen Career Clusters and the Seventy-nine Career Pathways-2010</b>	
<p><b>Agriculture, Food and Natural Resources</b></p> <ul style="list-style-type: none"> <li>Agribusiness Systems</li> <li>Animal Systems</li> <li>Environmental Service Systems</li> <li>Food Products and Processing Systems</li> <li>Natural Resources Systems</li> <li>Plant Systems</li> <li>Power, Structural and Technical Systems</li> </ul> <p><b>Architecture and Construction</b></p> <ul style="list-style-type: none"> <li>Construction</li> <li>Design/Pre-Construction</li> <li>Maintenance/Operations</li> </ul> <p><b>Arts, Audio/Video Technology and Communications</b></p> <ul style="list-style-type: none"> <li>Audio and Video Technology and Film</li> <li>Journalism and Broadcasting</li> <li>Performing Arts</li> <li>Printing Technology</li> <li>Telecommunications</li> <li>Visual Arts</li> </ul> <p><b>Business Management and Administration</b></p> <ul style="list-style-type: none"> <li>Administrative Support</li> <li>Business Information Management</li> <li>General Management</li> <li>Human Resources Management</li> <li>Operations Management</li> </ul> <p><b>Education and Training</b></p> <ul style="list-style-type: none"> <li>Administration and Administrative Support</li> <li>Professional Support Services</li> <li>Teaching/Training</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Accounting</li> <li>Banking Services</li> <li>Business Finance</li> <li>Insurance</li> <li>Securities and Investments</li> </ul> <p><b>Government and Public Administration</b></p> <ul style="list-style-type: none"> <li>Foreign Service</li> <li>Governance</li> <li>National Security</li> <li>Planning</li> <li>Public Management and Administration</li> <li>Regulation</li> <li>Revenue and Taxation</li> </ul> <p><b>Health Science</b></p> <ul style="list-style-type: none"> <li>Biotechnology Research and Development</li> <li>Diagnostic Services</li> <li>Health Informatics</li> <li>Support Services</li> <li>Therapeutic Services</li> </ul>	<p><b>Hospitality and Tourism</b></p> <ul style="list-style-type: none"> <li>Lodging</li> <li>Recreation, Amusements and Attractions</li> <li>Restaurants and Food/Beverage Services</li> <li>Travel and Tourism</li> </ul> <p><b>Human Services</b></p> <ul style="list-style-type: none"> <li>Consumer Services</li> <li>Counseling and Mental Health Services</li> <li>Early Childhood Development and Services</li> <li>Family and Community Services</li> <li>Personal Care Services</li> </ul> <p><b>Information Technology</b></p> <ul style="list-style-type: none"> <li>Information Support and Services</li> <li>Network Systems</li> <li>Programming and Software Development</li> <li>Web and Digital Communications</li> </ul> <p><b>Law, Public Safety, Corrections and Security</b></p> <ul style="list-style-type: none"> <li>Correction Services</li> <li>Emergency and Fire Management Services</li> <li>Law Enforcement Services</li> <li>Legal Services</li> <li>Security and Protective Services</li> </ul> <p><b>Manufacturing</b></p> <ul style="list-style-type: none"> <li>Health, Safety and Environmental Assurance</li> <li>Logistics and Inventory Control</li> <li>Maintenance, Installation and Repair</li> <li>Manufacturing Production Process Development</li> <li>Production</li> <li>Quality Assurance</li> </ul> <p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>Marketing Communications</li> <li>Marketing Management</li> <li>Marketing Research</li> <li>Merchandising</li> <li>Professional Sales</li> </ul> <p><b>Science, Technology, Engineering and Mathematics</b></p> <ul style="list-style-type: none"> <li>Engineering and Technology</li> <li>Science and Math</li> </ul> <p><b>Transportation, Distribution and Logistics</b></p> <ul style="list-style-type: none"> <li>Facility and Mobile Equipment Maintenance</li> <li>Health, Safety and Environmental Management</li> <li>Logistics Planning and Management Services</li> <li>Sales and Service</li> <li>Transportation Operations</li> <li>Transportation Systems/Infrastructure Planning, Management, and Regulation</li> <li>Warehousing and Distribution Center Operations</li> </ul>

### ***The Ten Components***

The Ten Components of POS implementation offered in this guide are from those published by the Office of Vocational and Adult Education (OVAE), U.S. Department of Education. OVAE's components are developed in collaboration with major national associations, organizations, and states. Please see the appendix for the chart of the 10 Components, provided by OVAE.

These components are like building a brick foundation—each component is important and provides part of the foundation needed for a successful framework for Program of Study Implementation in Wisconsin. Working through the framework, educators can build a successful program of study.



## **SECTION II - PROGRAM OF STUDY IMPLEMENTATION PLAN**

## Putting It All Together

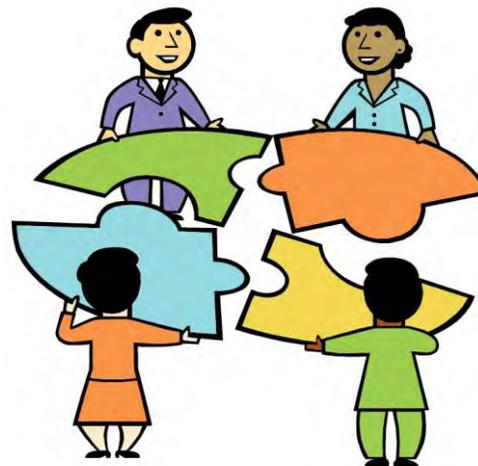
Understanding the *Ten Components* is the first step in implementing a Program of Study; however, many education professionals may ask, “What’s next?” or “How do I do it?”

The challenge in putting this guide together was to outline a process while realizing that the process is not necessarily sequential. Components can be used multiple times in numerous areas of implementation. A good exercise to start with in any setting is a self study or survey to determine where the school district is in terms of incorporating the *Ten Components* into the phases outlined in this guide.

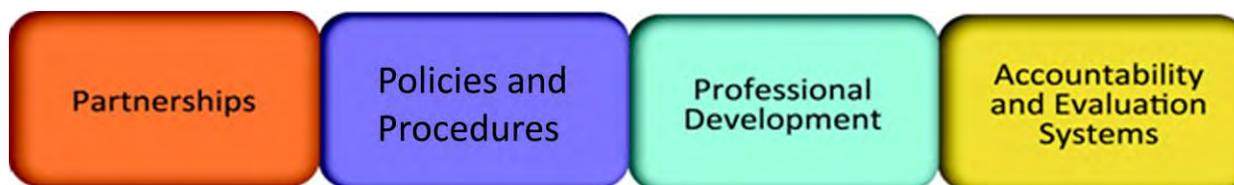
POS Implementation may start in a variety of settings—perhaps at a high school, a Cooperative Educational Service Agency (CESA), a technical college or an industry-based organization. For further information on stakeholder groups and contacts, please see appendix on page 63. Utilizing this guide, the creation of a program of study can be successful regardless of where the Program of Study Implementation begins.

This section will outline five phases of the POS Implementation process. Each phase will identify the relevant components of the OVAE National Model of Program of Study Implementation. Further, each phase will contain action steps across three levels of development a Program of Study requires. These levels are Developmental, Implementation and Refinement. There are five basic phases of work in implementing a program of study.

- A. **Laying the Groundwork**- Researching best practices and collecting data about model programs of study based on local labor market information.
- B. **Assembling a Team**- gathering a representative group of all stakeholders who will work together to guide the creation of a Program of Study.
- C. **Designing and Building a POS**- After selecting a specific pathway, team members analyze curriculum and determine development and improvement needs. The outcome of this phase is a detailed plan for the implementation of the program of study.
- D. **Implementing the Program of Study**- the detailed Program of Study plan is put in place and students enroll in the program and continue on to post-secondary education.
- E. **Evaluating and refining the Program of Study**- An evaluation plan is created that defines what data elements are needed, how they will be collected, what the benchmarks for success are, and who is responsible for providing the improvements in the Program of Study. Considerations for refinement of the Program of Study after a strong evaluation.



## Laying the Groundwork



Program of Study implementation requires groundwork preparation prior to starting. Think of it as preparing the foundation to be set in the process of building a home. Who does this work will vary by school district and post-secondary institution and may include a variety of individuals from administrators to teachers and from counselors to students and everyone in-between. The critical partnerships created for a particular POS will vary and therefore must be identified for each one that is created.

Relevant components for this phase include the Policies and Procedures and Partnerships. Additionally, it is not too early to begin planning for Professional Development or the Accountability and Evaluation Systems necessary for measuring success. Refer to the component descriptions in *Section III* for more specific information.

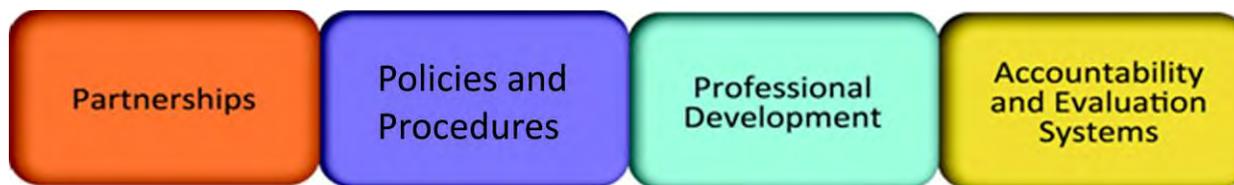
## What Does Success Look Like for Laying the Groundwork?

Developmental Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Administrators and policy-makers are familiar with and support the career cluster and pathway initiative.				
Labor market and employer information is reviewed to identify potential Programs of Study.				
An evaluation process is in place for the internal and external review of existing offerings and curriculum at both secondary and post-secondary institutions.				
Needs assessments are conducted to determine training and development needs of local and regional stakeholders.				
Needs assessments of student career interests and necessary technical skills are conducted and analyzed.				

**Program of Study Implementation Plan**

<b>Implementation Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Potential critical partners are actively identified and solicited.				
Build connections through School-to-Work, Career/Tech Prep, Career and Technical Education or Education for Employment networks.				
Build connections with non-education focused stakeholders like business and industry, chambers of commerce or other community related organizations.				
Educators participate in networking meetings and seminars to stay up-to-date in the Career Pathway field and local economic development needs.				
Needs assessments conducted to determine the focus of POS Professional Development.				
Develop and use network of communications about POS within and across partnerships and organizations.				
<b>Refinement Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Identify possible budget requirements for the first three phases of the POS implementation process.				
Identify potential funding sources for initial and long term Program of Study implementation.				
Identify the existing and potential resources of secondary, post secondary, and community organizations related to potential programs of study.				
Insure that potential Programs of Study are included in the secondary Carl D. Perkins Act applications as soon as possible. Inform Career/Tech Prep coordinators of potential POS as soon as possible				
Partnerships are developed and evaluated to ensure growth and stability for POS.				

## ***Assembling a Team***



Program of study design and implementation requires collaboration at every level of the process. Based on your local community, a team should be convened that includes content and CTE teachers, curriculum and CTE coordinators, counselors, business and industry representatives, post-secondary partners, education administrators, labor union representatives, and recent graduates. This team will first examine policies and procedures currently operating in partner organizations to determine if they are in alignment with POS implementation guidelines. This analysis will lead to the creation of relevant policies and procedures the school district or post secondary institution may need to implement or alter. The team has many planning responsibilities. The first is to examine local labor market data and determine the highest employment needs in the local community and region. This data will help determine the specific pathways and curriculum needed for this community. It is essential to look at both secondary and post-secondary connections to make sure that a relevant pathway is created for a seamless student transition. It is also important to look at other sources of information, including asking local employers what skills they are looking for in future employees. Are the connections in place to lead students in this Program of Study to high-skill, high-demand, or high-wage jobs?

Another responsibility of the team is to insure that secondary and post-secondary partners work together on the design, development and implementation of Programs of study. Both secondary and post-secondary educators should view the Career/Tech Prep coordinator at their local technical college as their first point of contact in POS development. Please refer to [www.wicareerPathways.org](http://www.wicareerPathways.org) or this guide's appendix for a listing of the Career/Tech Prep coordinators at each of the 16 Wisconsin Technical colleges. Good questions to ask include how many students from the high school are going on to that college, how many are prepared for college-level work, what programs they are completing, what are local articulated/ dual credit courses, and how many transfer on to a 4-year college.

It is possible that a workforce or economic development agency might initiate Program of Study planning. Another great resource is the local or CESA CTE Coordinator, who may know valuable information about local career and technical education programs in their region. They would also make excellent speakers for teacher professional development as well.

This team will continue the work throughout all five phases of this project. The team is integral in planning, implementing, and evaluating the POS and should provide feedback for any necessary changes required. Leadership for this team is critical. It is important to identify team leaders from both the secondary and post-secondary institutions and give them the time and resources they need to be successful.

Program of Study Implementation Plan
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### What Does Success Look Like for Assembling a Team?

Developmental Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
A team approach consisting of secondary school counselor(s), core academic teachers, CTE teachers, a curriculum or CTE/STW/E4E coordinator, business and industry representatives, and post-secondary Career/Tech Prep coordinators, content specialists, and deans is utilized.				
Program of Study team members and stakeholders become knowledgeable about career clusters, pathways, and regional POS opportunities.				
Introductory professional development is researched, developed, and provided.				
Team member roles and responsibilities are identified.				
Implementation Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
The POS team reviews relevant secondary and post-secondary curriculum related to the POS.				
The POS team needs to collaborate with any existing advisory committees and encourage the integration of resources.				
Professional development opportunities for stakeholders are identified and shared.				
Program of Study team members and stakeholders participate in professional development programs specific to each stage of POS development.				
Data on POS development progress is collected and analyzed for quality, including how well it meets the needs of diverse students. Progress reports are created and shared with all stakeholders.				

Program of Study Implementation Plan

Refinement Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
There is evidence of regular, productive POS team meetings and collaborative maturity.				
POS choices are evaluated to insure they correspond with analyzed labor market data and to ensure nondiscrimination and equity in POS opportunities.				
Labor market information and stakeholder input are used to expand, refine, and update the POS in order to maintain or exceed industry standards.				

***Designing and Building a POS***

**Designing and building a Program of Study in a specific Career Pathway goes way beyond filling in a chart with the names of existing coursework.** This stage includes reviewing college and career readiness standards, skill attainment certifications, current and prospective articulation agreements, appropriate course sequencing, and accountability and evaluation systems.

The POS team will first review the skills and knowledge required for entry into a specific occupational or college program as well as entry into work. It is critical that post-secondary educators and business stakeholders are included to clarify the knowledge and skill proficiencies a student needs to have mastered by the completion of a program of study. Next, the POS team will first review the knowledge and skill statements of each Career Pathway to assess the sequence from secondary to post-secondary of existing or potential courses. Coursework mapping is the tool designed to assess what is currently offered and compare it to curriculum aligned to college and career readiness standards to truly prepare students for a successful career and future learning. Sample or initial knowledge and skill statements can be found on <http://www.careertech.org/>. An example of the knowledge and skill cluster statement from the careerclusters.org website follows. There are cluster-level and pathway-level knowledge and skills competencies that should be used to crosswalk current offerings. These statements can also be vetted with local industry groups.



## Health Science Career Cluster Cluster Knowledge and Skill Statements

The following Cluster (Foundation) Knowledge and Skill Chart provides statements that apply to all careers in the Health Science Cluster. Persons preparing for careers in the Health Science Cluster should be able to demonstrate these skills in addition to those found on the Essential Knowledge and Skills Chart. The Pathway Knowledge and Skill Charts are available in separate documents.

Cluster Topic HLC01	<b>ACADEMIC FOUNDATIONS:</b> <i>Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.</i>
<b>HLC01.01</b>	<b>Health care workers will know the academic subject matter required for proficiency within their area. They will use this knowledge as needed in their role. In addition to state high school graduation requirements, the following are included:</b>
HLC01.01.01	Use a knowledge of human structure and function to conduct health care role.

The POS team will work with the knowledge and skill statements for the purpose of both vertical and horizontal curriculum alignment. Horizontal alignment refers to teaching certain knowledge and skills at the same grade levels that are relevant in related subject areas. This includes content from academic and CTE coursework. Vertical alignment builds upon pre-existing knowledge from one grade level to the next, transitioning from high school to post secondary courses. This alignment will include determining where each specific knowledge and skill will be incorporated in the individual course sequence. The team next aligns the specific knowledge and skills with existing courses or develops and designs new courses and begins sequencing the courses.

In addition to the mapping of knowledge and skill statements and the sequencing of existing and new courses, the POS team will also look for opportunities for articulation agreements that add value to a high school diploma and provide seamless student transition to the post-secondary post secondary portion of their program of study. Articulation agreements will be revised, improved, or newly developed as called for in the program of study. Another related task of the POS team is to incorporate certifications or related credentials for technical skill attainment throughout the Program of Study, with input from their business partners.

Additional national standards to consult include relevant academic and Career and Technical Education content standards, industry developed standards, teacher association standards, and 21<sup>st</sup> century skill standards. Additional information can be obtained through specific occupational DACUMS conducted at the post-secondary level. The DACUM process starts with industry descriptions of knowledge and skills that an employee needs to be successful in a specific occupational area.

The POS team can use the tool to build a program of study sequence of courses on the Wisconsin Career Pathways website. This website also provides a great resource for POS teams to look at similar programs of study developed around the state. In order to Build POS charts utilizing the website, educators will need a login, obtainable through the Career/Tech Prep coordinator. Anyone can visit the website and utilize its multiple resources without a password. For more information on the website, please see the appendix.

Lastly, the POS team will design the accountability and evaluation plan to collect data for evaluating the POS. Data is essential to determine success of the POS. Data must be disaggregated and analyzed to provide information on how and to what proficiency level diverse groups of students are achieving the required competencies. Such data

<b>Program of Study Implementation Plan</b>
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contains clues as to what parts of the POS needs to be strengthened. Data from secondary, post-secondary and employer stakeholders needs to be included in the overall evaluation and accountability plan.

### What Does Success Look Like at this Step?

<b>Developmental Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Knowledge and Skill Statements have been analyzed, verified, and/or modified if needed and mapped to existing or future courses.				
Secondary and post-secondary curricula are aligned to national standards with industry and community objectives in mind in order to develop an appropriate sequence of courses.				
Required academic, technical, and employability skills are mapped throughout the POS curriculum.				
Data is analyzed according to demographic groups of students participating in the POS to determine the size, scope, and possible supports or interventions needed to close any gaps.				
A 3-5 year plan is used to guide decisions regarding course offerings and POS development, implementation, and refinement.				
<b>Implementation Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Stakeholders verify that the planned courses in the POS represent a coherent and rigorous sequence.				
Both secondary and post-secondary courses are included.				
The district processes for curriculum development are being followed at both secondary and post-secondary levels.				
Curriculum is written with content objectives, state/ national standards, assessments, learning strategies, and evaluation strategies.				
The POS design requires innovative teaching and learning methods that integrate the use of technology, inquiry, challenge, and problem-based approaches, higher-order thinking skills, and competency based learning.				

## Program of Study Implementation Plan

<b>Implementation Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Articulation agreements are developed or enhanced to provide for transcripted credit and advanced standing with post-secondary partners.				
Evaluation systems are designed to insure that courses represent a sequence of instruction that leads to a degree, certificate, or credential.				
Evaluation systems are designed to insure that course and POS outcomes are equitable based on sex, race, disability, English Language Learner status, economic status and other special populations as defined by the Perkins law.				
The POS is built and located online at the Wisconsin Career Pathways website or is available to all stakeholders. (Optional)				
A 3-5 year implementation plan has been developed and contains goals, timelines, and tasks to be performed related to the <i>Ten Components</i> of the career pathway.				
<b>Refinement Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
POS curriculum is aligned with the current Wisconsin Model Academic Standards for Comprehensive School Counseling and all content areas.				
Students and parents have opportunity for input into the development of the POS.				
Current Wisconsin Statewide exams and other student assessment data are analyzed and used to make curriculum improvements for all students and for sub-groups of students.				
Articulation agreements are developed and updated on an annual basis and are shared with stakeholders.				
The POS team works with industry to identify the value added certifications required for occupations.				
Schools, the community and employers must provide relevant work-based learning opportunities for each and every student.				

<b>Program of Study Implementation Plan</b>
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Professional development opportunities are provided to support educator's use of innovative teaching and learning methods.				
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***Implementing the POS***

Once a Program of Study is designed by the team and verified by all stakeholders, the next step is implementing or engaging students in the Program of Study. At this point, the components of School Counseling and Academic Advising, Teaching and Learning, and continued Professional Development components are the focus in this phase. The work of the other components may appear at any time in the implementation phase, but the three components are critical to link developed programs of study to the students who will utilize them.

From a student's point of view, the POS is a key component of an Individual Learning Plan (ILP). An ILP is part of the Wisconsin Model for Comprehensive School Counseling, which recommends that each student create an ILP before leaving middle school and review and update it yearly throughout high school. An ILP is a fluid, living, breathing, mapped educational plan reflecting a student's unique set of interests, needs, learning goals, and graduation requirements. It goes beyond the "four-year plan" used for many years in high schools by documenting the student's connections to the larger community including examples of community service and volunteerism; membership in civic or community organizations; participation in leadership activities outside of school; involvement in job shadowing, mentorships, and/or apprenticeships; and the pursuit of skill development through hobbies, athletics, and fine arts. See the School Counseling and Academic Advising component in Section three of this manual for more information on this. The Wisconsin Department of Public Instruction has created a power point that outlines requirements of a sample ILP and is available at <http://dpi.wi.gov/sspw/ppt/scilp.ppt>.

Teaching and Learning reform and research has provided recommendations for the kind of instructional methods and practices as well as the organization of content that leads to higher student achievement. Research suggests that the teacher and their instructional skills is the single most important factor in student achievement. Because of this research, Wisconsin adopted administrator, teacher, and pupil services educator standards found at the following link: <http://dpi.wi.gov/tepd/standards.html>. Information about requirements for ongoing teacher learning and development can also be found at <http://dpi.wi.gov/tepd/initialed.html>. The following links will show numerous instructional strategies that any teacher may find useful to incorporate into their classrooms.

Professional development is also critical to the success of the educator.

[http://www.mcrel.org/PDF/Instruction/5992TG\\_What\\_Works.pdf](http://www.mcrel.org/PDF/Instruction/5992TG_What_Works.pdf)

<http://www.marzanoresearch.com/site/#> (Click on Professional Development)

<http://www.alliance.brown.edu/tdl/tl-strategies/crt-principles.shtml>

## What Does Success Look Like at this Step?

<b>Developmental Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Classroom curriculum, instruction, and assessments are aligned with each other and meet the goals designed by the POS team.				
Teachers know about and actively participate in professional development to incorporate innovative teaching and learning strategies.				
School counselors are familiar with the POS framework and can locate and utilize information on each of the 16 Career Clusters and 79 Career Pathways.				
Counselors and teachers provide students with career awareness, career interest assessments, traditional and nontraditional career exploration opportunities and facilitate student career development growth.				
The school district will work with local employers and community members to insure that students have opportunities to participate in work based learning.				
Course description booklets include information on Career Clusters, Career pathways, and Programs of Study and identify how courses and course sequencing are related.				
<b>Implementation Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
School counselors are familiar with, support, and promote the school's Programs of Study and actively contribute to the work of the POS team.				
School counselors have participated in the Wisconsin Comprehensive School Counseling Model (WCSCM) Level I, II, and III Trainings or similar program supporting contemporary school counseling.				
Teachers evaluate course and POS data and use the information to improve student achievement or the operation of the POS.				
Teachers demonstrate a commitment to their ongoing learning through highly effective professional development.				

**Program of Study Implementation Plan**

<b>Implementation Level</b>	<b>Needs To Be Considered</b>	<b>In the Planning Stage</b>	<b>Partially Implemented</b>	<b>Fully Implemented</b>
Teachers encourage student feedback to provide input to their education and help make necessary improvements.				
Teachers are familiar with common core content and proficiency standards as well as ever changing technical content related to the Program of Study.				
School counselors have educated other teachers and staff about the purpose and practice of comprehensive school counseling.				
Teachers integrate the development of the student's ILP into classes and activities.				
Students are engaged in the learning process and show evidence of growth throughout their POS. Continuous annual review of the ILP will demonstrate results. Diverse groups of students have substantially equal outcomes from the courses and activities in a POS.				
Students and parents are informed about labor market information, high demand/ high wage careers, and multiple educational pathways to prepare for those careers.				
Students are exposed to a variety of field trips, guest presenters, and mentors related to careers. Presenters represent the gender, ethnic, cultural, disability, and other diversity of the community.				
Students are developing and redeveloping post-secondary and career plans using the ILP, including their individual program of study.				
A comprehensive model of PK-12 career development is available to all students in the district.				
Employability Skills Certificates and other skill certificates (DPI, DWD, or industry-based) are earned by students. Copies of the certificates earned are retained as evidence of success of the POS.				

## Program of Study Implementation Plan

Refinement Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Interest, skill, and aptitude inventories and assessments are available to students. Care is taken to overcome stereotypes and myths about careers appropriateness based on gender, ethnicity, disability, or other diversity factors.				
Teachers and community members help students expand their interest, understanding, and awareness about careers.				
Students can identify at least one career cluster or related pathways they are interested in pursuing. They can also show the connection of those pathways to their current learning.				
Students utilize the POS documents to develop their ILP beginning in middle school but no later than 8th grade.				
Students use the ILP to guide course selection decisions each year.				
Students demonstrate growth toward and mastery of Program of study knowledge and skills.				
Achievement gaps based on sex, ethnicity, disability, or other diversity factors are analyzed and steps are taken to close those gaps.				
Student employability and 21 <sup>st</sup> century skills are assessed at various levels so improvement in skills can be documented.				
The Comprehensive School Counseling Model articulates how the district meets the education for Employment Plan requirement to provide every student with the equivalent of a semester long course in career development.				
Students use the internet, e-portfolios, and/or career development software/materials in classroom lessons and advisement sessions to fulfill the goals of their ILP and POS.				
Students select classes based on their ILP and individual POS utilizing career clusters and pathways.				

**Program of Study Implementation Plan**

<b>Refinement Level</b>	<b>Needs To Be Considered</b>	<b>In the Planning Stage</b>	<b>Partially Implemented</b>	<b>Fully Implemented</b>
Students participate in documented work experiences, youth apprenticeship, job shadowing, and volunteer experiences related to their Program of Study.				
Students participate in "Career Pathways Days," "Career Fairs," "Career Expos," WI Education Fair, Reality Fair/Store, Mini-Business World, and student participation is documented.				
Students participate in career fairs, career days, and other events hosted by universities, technical colleges, and other partners.				
Parents/students are participating in educational/career planning conferences with the school counselor as defined by the WCSCM. Conferences assist in identifying the student's career goals, planning for course selection, reviewing academic performance, and updating the student's ILP.				
Students and parents are provided career development resources and strategies.				
Secondary and post-secondary educators review the data on non-traditional course or program participation and completion				
Review the number of student earned certifications is evaluated to determine improvements or enhancements for the refinement of the POS.				
Students continue their ILP as they transition from secondary to post-secondary education options.				
Counselors have written career development curriculum that is aligned to the WCSCM and that support POS implementation.				
Diverse and representative guest speakers are invited to present to students on work readiness skills and/or specific occupations.				
Secondary schools prepare students for post-secondary education without the need for academic remediation in each POS.				
Students are prepared to enter into the workforce, prepared with 21 <sup>st</sup> century and technical skills key to successful employment.				

## ***Evaluating the POS***



The last phase in implementation is developing and implementing a detailed plan for evaluation and accountability. Through each of the phases, the POS team has made design decisions and draft data collection plans that will require both formative and summative evaluation.

Formative is an assessment of efforts prior to their completion for the purpose of improving efforts. The aim of this evaluation is prospective—to improve, to understand strengths, in order to replicate them or to isolate weaknesses in order to redesign them. Formative evaluations are done after specific events or points in time to get data about what happened. Answers to questions like what were the results, and what impact on the Program of Study or participants can then be documented for future analysis.

There are four main goals for formative evaluation:

- Planning-clarifies and assesses POS plans
- Implementation-focuses on the extent to which a program is proceeding according to plan.
- Progress-assesses a POS programs progress from design to full implementation usually involves benchmarks that are assessed along the way.
- Monitoring-is often conducted by an outside (impartial) evaluator for the purpose of overall POS evaluation.

Summative Evaluation assesses program outcomes or impacts. Summative evaluation is retrospective-to assess concrete achievement. A summative evaluation could occur quarterly, twice a year, or at the end of the implementation phase.

At this point, the team refines and finalizes an evaluation and accountability plan. Such a plan defines:

- the data elements to be collected,
- a timeline for each evaluation activity
- the individuals responsible for collecting/ analyzing the data, and
- checkpoints where the POS team will review and reflect on the data.

Evaluation and accountability results will be shared with partners. The partners and the POS Team will decide based on the data what changes or improvements are needed in the design and implementation of the POS. Finally, professional development opportunities based on the data will be provided to all stakeholders so that planned refinements can be supported.

Program of Study Implementation Plan
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**What Does Success Look Like at this Step?**

<b>Developmental Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
POS formative and summative evaluation plan is developed and refined on a regular basis and will include short and long term local school, district, department, and individual performance goals and priorities.				
The accountability/assessment plan addresses the core indicators of Perkins IV legislation.				
Data collection systems are established or coordinated to provide data needed for formative and summative evaluations.				
All data is analyzed in both the aggregate and disaggregate.				
Using the evaluation charts in this manual, accountability takes place to evaluate the POS and measures are identified with a plan to benchmark and report the outcomes from the data. Any performance or achievement gaps based on diverse characteristics are identified and addressed to eliminate the gaps.				
<b>Implementation Level</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Disaggregated data on participants in high school enrollment, dual/ transcribed credit, youth options, and post secondary programs is collected and analyzed.				
Data on utilization of articulation agreements, including and the number and type of participants of secondary and/or post-secondary articulation agreements is collected, reported and analyzed.				
Follow-up data is collected on diverse Career Pathway completers and high school graduates (i.e., post-secondary education institution application(s), post-secondary education major declared, post-secondary institution enrollment, etc.).				
POS implementation team members are engaged in continuous formative and summative evaluation on the program of study.				

Program of Study Implementation Plan

Implementation Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
<p>Professional development is based on the findings of the evaluations and includes measurable improvements for one or more of the following:</p> <ul style="list-style-type: none"> <li>• new instructional methods/strategies,</li> <li>• differentiated instruction,</li> <li>• introduced a new course,</li> <li>• implemented a new course,</li> <li>• major revamping of units, and/or</li> <li>• new assessments/ rubrics added to units, student achievement and success, etc.</li> </ul>				
<p>The school, district, and POS team keep track of enrollment and course grades, course passage rates, and WKCE, Explore, Plan, ACT/SAT scores, post-secondary placement assessments, etc., by student demographic economic status, gender, ethnicity, disability, ELL, special population status, etc.) and program categories. (AP students, Career Pathways completers, CTE concentrators, etc.) over time.</p>				
<p>Data on participants of co-curricular and experiential learning opportunities (i.e., School-to-Work participants, students completing an internship or co-op experience, CTSOs, etc.) is collected and analyzed, including by demographic status.</p>				
<p>Action steps are identified to address the goals and priorities and progress toward completion of the action steps is monitored by the accountability/evaluation team as well as the career pathways team.</p>				
<p>Develop specific student competencies for each program of study and utilize them.</p>				

Program of Study Implementation Plan

Refinement Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Evaluation instruments and data collection systems are functioning to track POS measurable outcomes in all of the following: <ul style="list-style-type: none"> <li>• new instructional methods/strategies,</li> <li>• differentiated instruction,</li> <li>• introduced a new course,</li> <li>• implemented a new course,</li> <li>• major revamping of units, and/or new assessments/ rubrics added to units, student achievement and success, etc.</li> </ul>				
The POS implementation team is actively reviewing and updating the POS on a regular basis as a result of the evaluations.				
The school, district, and POS team keep track of both secondary and post-secondary graduation rates over time to determine effectiveness of the POS delivery.				
Enrollment, course grades, course pass rates, exam pass rates, graduation rates, etc., are reported and analyzed				
Data on who earns state and/or national certification exams is collected and analyzed, including by demographic status.				
Feedback on data is solicited from stakeholder groups and documented.				
POS, CTE programs, and curriculum are updated and revised based on data-driven observations, including different performance or success based on demographics, recommendations, and decisions from various stakeholder groups.				
Revisions are made to the POS documents as courses are added or deleted from the middle school/high school/ technical college offerings.				
The POS team analyzes the POS budget to determine current and future expenditures as well as cost effectiveness.				
Increased student achievement is documented based on the data from one or more of the following: number of articulation agreements, student participation in CTSOs, participation in leadership activities, skills certificates completed, and participation in work-based learning options.				

Program of Study Implementation Plan

Refinement Level	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
<p>An evaluation of the team approach is conducted on a continuous basis. The team consisting of school counselor(s), core academic teachers, CTE teachers, a curriculum coordinator, CTE Coordinator, business and industry representatives, post-secondary partners, and legislators actively manages and updates the POS. The team represents the diversity of the community or region and includes one or more individuals with knowledge of the needs of special populations.</p>				
<p>The POS team evaluates the participation in and the effectiveness of student's use of individual learning plans.</p>				

## **SECTION III - A Deeper Look at the Ten Components**

Section III is a detailed part of the guide, which articulates each of the ten components of Program of Study Implementation. Each component is thoroughly investigated and step-by-step analysis of the POS Implementation process is included.

Those not familiar with the POS implementation process may utilize this portion of the guide much more closely than those immersed in the process. For others, it may provide a refresher to make sure that each component is thoroughly implemented at each step in the process.



## A Deeper Look at the Ten Components



### ***College & Career Readiness Standards***

Content standards that define what students are expected to know and be able to do to enter and advance in college and/or their careers are at the core of Program of Study development and implementation. These standards—contributed dually through **local/regional** discussion with education and business partners as well as through key **national** initiatives, such as the Common Core State Standards, provide a consistent, clear understanding of what students are expected to learn, so teachers and parents know what they need to do to help them.

#### **Essential Elements**

- ***Develop and continually validate College and Career Readiness Standards in collaboration with post-secondary and industry partners, as well as with secondary colleagues.***

Utilizing a well-developed partnership, educators should align and collaborate on defining and validating standards required of students upon the multiple exit points on a career pathway. When students transition to a post-secondary institution, clear standards or expectations of the skills the student will have for success should be clearly spelled out. In Wisconsin and nationally, post-secondary institutions have many similarities in the general readiness expectations for incoming students, especially in key academic areas of math, language arts, and science. And as skills sets frequently change within occupations, a plan to continually revisit the standards should be in place.

When designing programs of study, understanding the technical and academic coursework transition between grades 12 and 13 requires conversations between secondary and post-secondary teachers and staff to discuss the “threshold” at which college programs begin, to identify common content gaps/overlap, and to clearly understand performance expectations at the beginning of the 13<sup>th</sup> grade level of the Program of Study. These conversations among high school and college staff may be a relatively new development for some institutions, but they are critical to creating programs of study that are efficient and effective in helping students make progress toward their goals.

- ***The focus of discussions among secondary, post-secondary, and industry partners should be to create coherent, non-duplicative sequences of coursework through which students make progress without repetition or remediation.*** Many programs of study will allow students to earn college credit while still in high school, but all programs of study should be designed to try to **eliminate the remedial coursework** that students have to take in college. “National data from the U.S. Department of Education on participation in remedial education found that 34% of all new entering college students required at least one remedial education class. Of those students who enrolled in a community college, 43% required some remedial education, 40% of high school graduates need remedial coursework when they get to college.” (Vandal, 2010) Effective Career Pathway development can help Wisconsin students avoid remediation and continue progress in their chosen career field.

- ***Incorporate essential knowledge and skills and provide the same rigorous knowledge of such skills (i.e., academic skills, communication, and problem solving) which students must master regardless of their chosen career area or POS.***

The most recent and most widely-supported work on knowledge and skills that are essential for American students is the Common Core State Standards initiative (<http://www.achieve.org/achievingcommoncore>). At the heart of the Common Core State Standards initiative lays a quest for every student to achieve a baseline of essential knowledge and skills. Educators should incorporate this baseline as a starting point for discussions on the curriculum design for the Pathway.

The Common Core State Standards initiative is based on the reality that across the nation there is an “expectations gap,” a disconnect between what students need to know to earn a high school diploma and what they need to know to be successful in college and careers. The recently-developed Common Core State Standards aim to help close this gap, as they are anchored in college- and career-ready expectations and were designed to ensure all students progress to the college and career-ready level by the end of high school. These college- and career-ready content standards, with their notion of a “line” or “threshold” that all students need to get to in order to be ready for college and careers, have been based on evidence from a number of sources, including international benchmarking, surveys of post-secondary faculty and employers, review of state standards, and expert opinion.

But the standards alone are not enough; local districts need policies in place to ensure that students have actually met the expectations in the standards. For instance, extensive national research suggests that for high school graduates to be prepared for success in post-secondary settings and in the 21st century workforce, they need to take four years of challenging mathematics—including content at least through Algebra II or its equivalent—and four years of rigorous English aligned with college- and career-ready standards.

As these standards are implemented in Wisconsin in coming years, POS teams need to be aware of how the Common Core standards should influence the content expectations of their programs of study. For example, it should be common for students enrolling in Programs of Study to be encouraged to select from a range of high quality mathematics options. For instance, a student interested in starting a business after high school could be in a POS that includes a course on mathematical decision-making. STEM-intending students should be in programs of study which strongly encourage them to take Pre-calculus and Calculus and perhaps a computer science course.

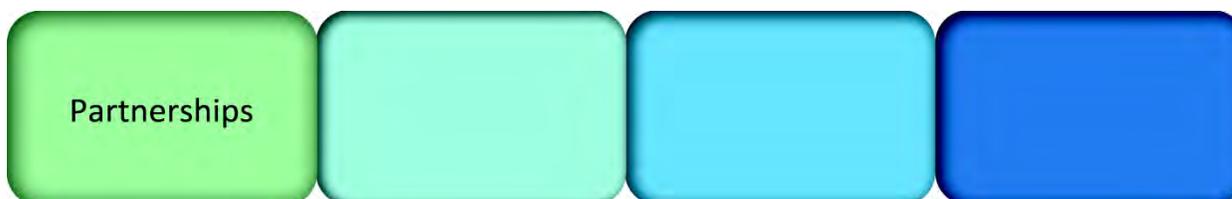
The intertwined work of implementing Programs of Study along with the Common Core State Standards provides school districts with the opportunity to re-evaluate their high school graduation requirements—and course content—to ensure that **all** students are expected to take courses that will prepare them for college, careers, and life.

- ***Incorporate industry-recognized technical standards that are valued in the workplace.*** In addition to core academic skill mastery based on standards, each given Pathway should provide opportunities for students to gain technical mastery. The technical mastery is defined with the assistance of the Career Pathway team including input from business and industry. As skills evolve due to changing industry expectations, the team should incorporate continued input into the technical skill standards to ensure students leave their respected institutions with the skills to succeed.



**A Deeper Look at the Ten Components**

<b>College and Career Readiness Standards</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Develop and continually validate College and Career Readiness Standards in collaboration with post-secondary and industry partners, as well as with secondary colleagues.				
Incorporate essential knowledge and skills and provide the same rigorous knowledge of such skills (i.e., academic skills, communication, and problem solving) which students must master regardless of their chosen career area or POS.				
Focus on lowering common remediation needs of entering college students.				
Incorporate industry-recognized technical standards that are valued in the workplace.				



## ***Partnerships***

Cultivating partnerships is fundamental to successful career clusters and pathways framework in Wisconsin schools districts and post-secondary institutions. There are two types of partnerships that are essential: *internal* and *external*. Partnerships should include relationships within the school and/or district and/or post-secondary institution in the form of curriculum integration. Relationships with constituents from business and industry and other civic entities or professional organizations within the community should be included. Identify representatives from internal and external sources to formulate a career pathway team that will manage and administer Career Cluster and Pathway framework development and implementation.

### **Steps**

- ***Plan and elaborate on the goals, mission, or statement of purpose of partnerships.***  
Successful career pathway team partnerships begin with clear documentation. The school/district/post-secondary institution should determine broad goals and intended outcomes of partner relationships and put them in writing to serve as the partnership's mission/purpose. Next, create written documentation that describes the roles and responsibilities of each individual/organization involved in a specific partnership. Without this documentation, roles, responsibilities, and expectations are unclear.
- ***Conduct ongoing analysis of economic and workforce trends.***  
Education professionals cannot make effective decisions about local, regional, or statewide Career Pathways to be created, expanded, or discontinued without being fully informed about current and future economic and workforce trends. It is up to education professionals to be knowledgeable about jobs within the economy that the selected career pathway serves. Secondary teachers and school counselors along with post-secondary faculty and academic advisors must inform students and parents about those current and future trends. This includes teaching students and parents how to find and interpret job information and trends as part of an assignment, or through a student-parent career planning session.

The WORKnet website (<http://worknet.wisconsin.gov/worknet/>) offers pertinent job information in Wisconsin and is a good place to gather job projection data. This site contains a variety of labor market information including high-growth jobs, jobs with the most openings, and the ability to search in a regional format. Most jobs data is presented in the form of current statistics as well as short- and long-term projections based on job titles or standard industry codes. Remember that the Career Cluster and Pathway framework which focus on careers may actually prepare students for several jobs within a cluster and/or Pathway.

A Deeper Look at the Ten Components

The screenshot shows the Wisconsin's WORKnet website. The header includes the logo and the tagline "Information to Grow Wisconsin's Workforce". A navigation menu contains links for HOME, CONTACT US, ABOUT LMI, HELP, SUBSCRIBE, WHAT'S NEW, SURVEY, and SITE MAP. A left sidebar lists options for Job Seekers, including Employer Search, County Summary, Occupation Search, Wage Comparison, Most Job Openings, High-Growth Jobs, Job Center of WI, Non Traditional Jobs (Women, Men), Apprenticeship Jobs, Licensed Jobs, Related Links, and Guide. The main content area is titled "Select a County from the Map or List" and features an "Occupation Search" box with two dropdown menus: "Select a county" and "Select a county by city", each with a "Go" button. To the right is a map of Wisconsin with county boundaries.

- **Link to existing local, regional and/or state initiatives that promote workforce and economic development.**

Education professionals should work with other education, business and industry, workforce and economic development partners to identify existing and ongoing industry sector planning strategies and activities. Connect with local and/or regional workforce and economic development boards. Become involved in chamber of commerce and other civic organization activities to find out what is going on in the community/region and consider how education can get involved to further enhance existing initiatives.

- **Identify, validate, and continue to update the employability, technical, and work-readiness skills that should be attained within a Career Pathway.**

The career cluster and pathway team should conduct research about current and future economic and workforce trends and they should identify existing local/regional initiatives and examine existing articulation agreements. Articulation agreements from high school to technical colleges and universities are listed on technical college and university websites (WTCS articulations [http://systemattic.wtcsystem.edu/reports/STW/articulation\\_agreements.htm](http://systemattic.wtcsystem.edu/reports/STW/articulation_agreements.htm) ). Course-by-course articulation agreements among post-secondary institutions can be found on the University of



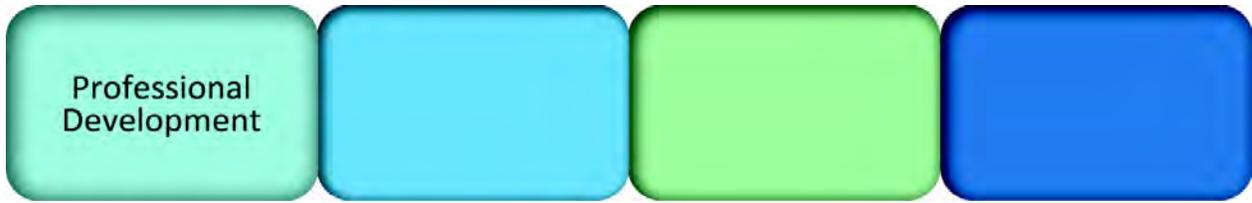
Wisconsin (UW) System Transfer Information System web site. For further information please visit the following websites [http://www.witechcolleges.org/transfer/agreements\\_by\\_college.php](http://www.witechcolleges.org/transfer/agreements_by_college.php) and <http://www.uwsa.edu/tis/>.

Once the career cluster and pathway team has identified a Career Pathway, the school/district should establish an advisory council or board **or** partner with an existing technical college advisory board. Advisory committee membership should consist of secondary and post-secondary education partners as well as business and industry representatives who are vital to the local community and/or region.



<b>Partnerships</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Plan and elaborate on the goals, mission, or statement of purpose of partnerships				
Conduct ongoing analysis of economic and workforce trends.				
Link into existing local, regional, and/or state initiatives that promote workforce and economic development.				
Identify, validate, and continue to update the employability, technical- and work-readiness skills that should be attained within a Career Pathway.				

## A Deeper Look at the Ten Components



### ***Professional Development***

Professional development in a successful Career Clusters and Pathways program contains opportunities for administrators, teachers, school counselors, and other education professionals and stakeholders to implement and evaluate career cluster and pathways. . Professional development is necessary at every level of implementation and should be provided to help teachers and other partners learn more about programs of study.

#### **Steps**

➤ ***Support the alignment of curriculum using national, state, and industry standards.***

Professional development opportunities must allow for a team approach to Career Cluster and Pathway research, development, implementation, and revision. The Career Cluster and Pathway team should consist of school counselor(s), core academic teachers, Career and Technical (CTE) teachers, district CTE coordinators, a curriculum coordinator, business and industry representatives, post-secondary partners, (including academic and occupational instructors/faculty and academic advisors) and legislators.

Successful Career Cluster and Pathway teams need concentrated time together to evaluate the knowledge and skill statements within a Career Pathway and to align curriculum around the standards model. Then, the team plans the curriculum from grades 9 -16. It is critical for secondary and post-secondary partners to work together on the curriculum planning. More often than not, secondary partners are not fully aware of what post-secondary partners or business and industry is doing. Likewise, post-secondary partners may not be completely informed about the curriculum that students take prior to pursuing post-secondary education. Business/industry representatives in the community and/or region may not always have a good handle on everything that education professionals are doing. Therefore, one of the first activities a career cluster and pathway team should engage in is the examination and alignment of the knowledge and skills statements to determine if the existing curriculum has consistent standards; course syllabi and objectives; and program competencies or outcomes. Here is a sample agenda for a local professional development day.

#### **Career Cluster and Pathway Professional Development Agenda**

- Welcome and Introductions
- Overview of Career Clusters and Pathways
- Review of Labor Market Data and Selection of a Pathway
- Review of Knowledge and Skill Statements
- Analysis of Existing Curriculum
- Identification of Gaps in Curriculum
- Development of Plan to Address Gaps
- Adjourn

Another resource for education professionals is this piece on incorporating knowledge and skills.

<http://www.dpi.wi.gov/cte/pdf/curriccrosswalk.pdf>

➤ **Support the development of integrated academic and career and technical curriculum and instruction.**

**Promising Practices:**

CTE and Academic teachers developed a Science of Transportation course at FVTC; this course is a hands-on contextual course which teaches students physics and chemistry in their occupation.

When the Career Cluster and Pathway team convenes to examine and review knowledge, skills, standards, and curriculum, the team must also work to integrate academic and career and technical coursework. This provides the whole picture of where in the curriculum the knowledge and skills required of the Pathway is being obtained or taught. This process is considered a horizontal curriculum alignment and is critical because many education professionals teach courses in isolation, without knowing what their colleagues teach or how course content fits into the entire curriculum or relates to content from other courses. Research indicates concepts and information are best taught in context which challenges **all** education professionals to seek ways to integrate course content and partner in instruction in order to help students see connections in what they are learning (see Teaching and Learning).

➤ **Ensure that teachers and faculty have the content knowledge to align and integrate curriculum and instruction.**

The academic and career and technical integration just described does not happen automatically. Because many education professionals have performed curriculum development and instructional responsibilities in isolation for so long and people tend to revert back to that which is comfortable and familiar, they are often uninformed about what is going on outside their classroom walls. **Now** is the time to provide teachers with professional development opportunities to update knowledge and skills within specific content areas. Without these opportunities, curriculum updates and changes to instructional delivery does not happen. Further revisions may not be based on research, evidence, and current practice which would be a severe disservice to students and other stakeholders being served.

Examples of professional development opportunities:

- National conferences such as the Career Cluster Institute or the National Career Pathways Network conference
- Technical College-Career/Tech Prep Workshops
- State Conferences
- Industry Conferences
- School staff meetings

**Promising Practices**

Send a team of education professionals to a state or national conference including CTE and academic teachers, counselors, and administrators.

➤ **Provide multiple resources for professional development, locally, regionally, statewide and/or nationally.**

Local school/district and post-secondary administrators should assist teacher professional development by making resources available and helping to locate growth opportunities. In addition to local and regional opportunities, professional development experiences outside the district and/or region should be encouraged to broaden perspectives and expand ideas beyond that which is already familiar. If funding for professional development is limited in school districts and post-secondary institutions, seek external grant funding sources.

➤ **Offer professional development credit or graduate credit as an incentive for training.**

Local school districts and post-secondary administrators should work with post-secondary partners to offer professional development or university credit as an added incentive for teachers to participate in training. If credit is not offered, teachers can seek out post-secondary institutions that may be willing to offer graduate or undergraduate independent study credit for the experience.

**A Deeper Look at the Ten Components**

Education professionals can update their knowledge and skills in their content areas by participating in professional development activities such as:

- Work experience or externships
- State and national workshops, conferences, or seminars
- State or district task forces, review teams, or program reviews
- Professional service as a chairperson or member of professional or community service organization board
- Graduate, undergraduate, or continuing education courses
- Industry or occupational certification/licensing
- Business and industry site visits
- Post-secondary classroom observations
- Community service
- National or international study tours



<b>Professional Development</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Validate the alignment of curriculum using national, state, and industry standards.				
Validate the development of integrated academic and career and technical curriculum and instruction.				
Ensure that teachers and faculty have the content knowledge to align and integrate curriculum and instruction.				
Provide multiple resources for professional development, locally, regionally, statewide and/or nationally.				
Offer professional development credit or graduate credit as an incentive for training.				



### ***Teaching and Learning***

Students come to any classroom environment with both preconceptions and misconceptions. It is important for every educational professional to learn about these conceptions and use them to help students successfully learn. To do this successfully, educators must draw from current research on student learning and apply that to the classroom; use research and apply it to instructional practices and designs; and finally, use research to help all students achieve fullest potential. (NRC, 1999) With these key ideas in mind, effective learning takes place when:

- The transfer of learning takes place and skills and knowledge are extended beyond the original learning context,
- Learners must know when, where, and how to use the learned concepts,
- Learning must be guided by general principles or big ideas,
- Learners must understand how individuals learn, and
- Learners need conceptual knowledge in order to successfully make independent learning attempts.

Course and career pathway content should be delivered in a manner that requires students to be engaged with the content, requires students to be engaged with each other, and requires students to be engaged with the teacher. Engaging learners means that “all student activities involve active cognitive processes such as creating, problem-solving, reasoning, decision-making, and evaluation. In addition, students are intrinsically motivated to learn due to the meaningful nature of the learning environment and activities.” (Kearsley & Shneiderman, 1999)

Not only is instructional delivery important, but the school district or post-secondary institution should have an established process to review, evaluate and revise course content and examine and update course sequencing. Without such an internal system for curricular checks and balances, your school district or post-secondary institution curriculum may be out-of-date and misaligned with business and industry needs.

#### **Steps**

##### ➤ ***Focus on rigor and relevance for diverse students.***

Teachers should aspire to establish a classroom environment that teaches students with high rigor and high relevance. Doing so causes education professionals to strive for excellence in the areas of curriculum, instruction, and assessment. An academically rigorous curriculum should be coherent across grade levels; meet state and district and post-secondary institution graduation requirements; teach analytical thinking, learning, comprehension, and writing skills; and integrate the knowledge and skills needed for students to pursue post-secondary options and be prepared for the workplace.

##### ➤ ***Vary instructional strategies and employ contextualized work-based, project-based, and problem-based learning approaches along with multiple assessments.***

It is important to deliver course content in a variety of different ways to insure that diverse student learning styles are addressed. In a joint study, six organizations representing over 250,000 content teachers, administrators and others came together to unite behind six principles for learning. They determined that educators must know the

## A Deeper Look at the Ten Components

core concepts of their discipline if they are to help students grasp new ideas, solve problems, collaborate, and use their imaginations to pursue challenging questions. These groups determined that

- Being literate is at the heart of learning in every subject area.
- Learning is a social act
- Learning about learning establishes a habit of inquiry important in life-long learning.
- Assessing progress is part of learning
- Learning includes turning information into knowledge using multiple media
- Learning occurs in a global context.

It is easy to see how this could easily be a true fit for teachers to tie this into POS implementation as well. For more information about this study, please see <http://www.principlesforlearning.org/>

In addition, research on good teaching and learning verifies that traditional lecture delivery alone does not help students learn at a deep level or retain information/concepts for very long. Teachers must vary delivery of the course content to actively engage learners in newer forms of delivery such as project-based, problem-based, and challenge-based learning. Students learn more and will retain what is learned when teachers require them to apply, analyze, evaluate, and create through instructional delivery techniques that utilize student demonstration, student discussion, student practice, and students teaching others. Education professionals need to listen to students about what inspires them and how to best learn and adapt instruction and customize assignments to meet a variety of needs.

When a variety of instructional delivery techniques are used in teaching, teachers also need to assess student learning differently. Traditional texts and quizzes that are comprised of true-false, multiple-choice, and matching questions are often used to assess learning from lecture or reading. However, when teachers create a student-centered classroom focusing on active learning, a variety of formative and summative evaluation tools that align with that style of delivery must be used. Teachers should evaluate both the learning *process* as well as learning outcomes. Teachers should evaluate mastery of academic as well as technical and employability skills at various points in time.

### ➤ ***Immerse diverse students in school and community partnerships.***

Responsibility for student learning cannot rest solely on the classroom teacher. Instead, a variety of individuals must assume shared responsibility for developing and growing students into well-rounded, productive members of society who will be able to live and contribute to the local, regional, and state economy. Therefore, a team approach to developing, creating, and implementing a Career Pathway must be used. For more information, see the chapter on Partnership in Section 3 of this document. Parents, business/industry partners, and advisory committee members are a wealth of knowledge and can assist teachers in developing rigorous, real-world assignments.

Classroom learning should also cross disciplinary boundaries. For example, students in a CTE class may create written technical documentation relating to course content that is then reviewed and edited by an English class. Another way to immerse students in partnerships is to offer and involve students in career and technical student organizations (CTSOs). For a listing of CSTOs in Wisconsin please see the appendix.

### ➤ ***Infuse technology as a natural extension of the content.***

An essential component of 21<sup>st</sup> century skill outcomes for all individuals pursuing post-secondary options and/or entering the military or workforce is the utilization of technology. Furthermore, today's students live with digital access to tools and resources that can aid in learning. Teachers can capitalize on the use of these tools to empower young minds and enhance creativity, innovation, and learning. Students can create a digital story, a wiki, a blog, or a web page instead of a traditional written or oral report to document learning and intended assignment outcomes. What is even more exciting than the technology itself is that students can engage in collaborative learning to teach each other how to learn and use those technologies.

➤ ***Incorporate team-building, critical thinking, and communication skills through the use of career and technical student organization (CTSO) or similar student organization activities.***

Teachers should require diverse students to relate to each other through collaborative learning. When students have opportunities to relate to other students, engage in critical employability skills such as oral and written communication, planning, problem-solving, critical and analytical thinking, and teamwork, they are naturally engaged. In addition, employers demand expert thinking and complex communications, so when teachers require students engage in the scientific method collaboratively to solve problems, student motivation to learn increases and students are exposed to diverse perspectives they would not have considered if they worked independently. This type of classroom environment also fosters creativity and innovation.

Not only can students learn academic, technical, and employability skills from collaborative, real-world course assignments, students can also master critical skills employers demand when they participate in co-curricular activities such as career and technical student organizations. In a career pathway, teachers and other education professionals should expect and encourage student participation in activities in and beyond the classroom environment to bridge the gap between formal and informal learning. CTSOs are essentially an extension of the classroom environment and student participation in such organizations as a part of individual Career Pathways will enhance learning in the areas of reading, writing, analytical thinking, reasoning, problem solving, and teamwork.

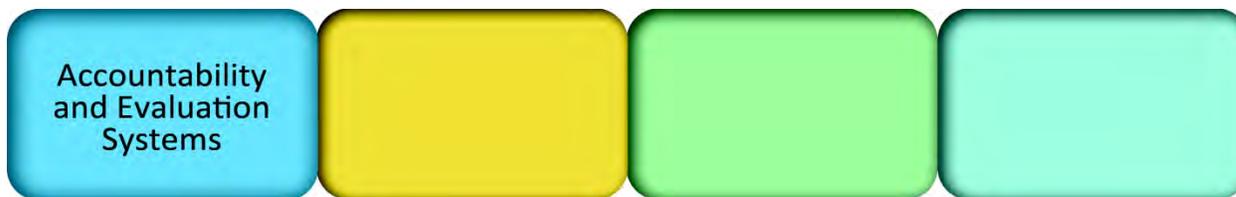
➤ ***Attract, prepare, and support each and every student and ensure equitable outcomes for different student groups.***

If properly designed and implemented, a career pathway should open doors for and attract numerous students, regardless of academic or social abilities, socio-economic status, ethnicity, or gender. In addition, all students need to be provided with academic and social supports to be successful throughout the career pathway. The career pathway team must ensure there are adequate academic support mechanisms in place that incorporate school district and post-secondary institutional resources and practices such as regular and ongoing interaction between students and school counselors/advisors, Individualized Education Plans (IEP), and IEP teams, etc. Also, the school district, post-secondary institution, and/or career pathway team should have a system in place to identify and engage students who are falling behind or at risk of falling behind and provide academic interventions that support successful student outcomes.



<b>A Deeper Look at the Ten Components</b>
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<b>Teaching and Learning</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Focus on rigor and relevance for diverse students.				
Vary instructional strategies and employ contextualized work-based, project-based, and problem-based learning approaches along with multiple assessments.				
Immerse diverse students in school and community partnerships.				
Infuse technology as a natural extension of the content.				
Incorporate team-building, critical thinking, and communication skills through the use of career and technical student organization (CTSO) or similar student organization activities.				
Attract, prepare, and support each and every student and ensure equitable outcomes for different student groups.				



## ***Accountability and Evaluation Systems***

Evaluating programs and ensuring accountability for decisions made is critical in career cluster and pathway implementation. Simple questions asked such as “Do the efforts made have an impact?” are good to keep in the forefront in an accountability and evaluation system.

The data obtained can be informal and formal. Data can be qualitative and quantitative. The data considered in the accountability and evaluation design should be for a regular, systematic data collection so that decisions and improvements can be made. Formal data collection systems in which data elements are currently collected should be integrated into the accountability and evaluation system for Career Cluster and Pathway implementation as well as incorporating essential new data elements. Examples of state-level data systems to consider when creating an evaluation design include:

- Client Reporting at WTCS (<http://systemattic.wtcsystem.edu/MIS/default.htm>)
- Career/Tech Prep Indicators (<http://systemattic.wtcsystem.edu/reports/STW/Index.htm>)
- CTEERS (<http://dpi.wi.gov/cte/veershome.html>)
- WINSS (<http://dpi.wi.gov/sig/index.html>)
- Program of Study Listing by School <http://dpi.wi.gov/cte/xls/11clusterposdb.xls>
- Wisconsin Career Pathway Website ([www.wicareerPathways.org](http://www.wicareerPathways.org))
- Local School District Data

Education professionals need to build their own evaluation and data collection systems, including informal ways supporting holistic views of Career Pathway implementation. It is imperative for individual teachers and school counselors to work with school and district personnel as well as post-secondary partners to solicit necessary data for decision making and continuous improvement.

### **Steps**

- ***Identify and design an accountability and evaluation system which will meet the needs of federal and state regulation as well as provide timely evaluation information to all stakeholders.***

Education professionals should keep the end in mind when designing the evaluation system, which should align with the purpose of implementing Career Clusters and Pathways. Questions answered in the accountability and evaluation system will include the impact of the program of study on student achievement and engagement as well as meeting the local or regional workforce skill requirements.

Evaluation systems should answer questions such as how many students are engaged in a specific Pathway; what are the course completion and graduation rates for students; or what are the rates of remediation at the post-secondary level. Information from business and industry regarding whether employees are coming to them fully prepared with the skills for the occupation should be included. At a state level WTCS collects this data within the

## A Deeper Look at the Ten Components

employer follow-up surveys (<http://www.wtcsystem.edu/reports/data/employer/index.htm>). Data charts should include information education professionals can collect to make data driven decisions.

Following is an example of a Perkins Annual Performance, Accountability, and Financial Status Report (CAR) which contains some data elements education professions can use.

Wisconsin Secondary CPA 4 Core Indicators by Year								
Year	Core Indicators							
	1S1	1S2	2S1	3S1	4S1	5S1	6S1	6S2
<b>2010</b>								
Actual	73.8%	69.2%	88.4%	95.5%	95.5%	93.5%	22.5%	95.8%
Standard	74.0%	73.0%	82.7%	81.8%	82.8%	96.8%	25.0%	90.5%
90%_Standard_Met	Y	Y	Y	Y	Y	Y	Y	Y
<b>2009</b>								
Actual	76.9%	74.0%	89.6%	95.2%	95.2%	93.5%	36.3%	93.1%
Standard	71.7%	72.0%	81.7%	81.7%	81.8%	96.8%	25.0%	90.0%
90%_Standard_Met	Y	Y	Y	Y	Y	Y	Y	Y
<b>2008</b>								
Actual	75.8%	74.2%	92.8%	93.8%	93.8%	93.4%	25.2%	90.7%
Standard	75.8%	74.2%	87.7%	81.7%	81.7%	95.0%	25.0%	90.0%
90%_Standard_Met	Y	Y	Y	Y	Y	Y	Y	Y
1S1: Academic Attainment - Reading				4S1: Student Graduation Rates				
1S2: Academic Attainment - Math				5S1: Secondary Placement				
2S1: Technical Skill Attainment				6S1: Nontraditional Participation				
3S1: Secondary School Completion				6S2: Nontraditional Completion				
Source: DPI Career and Technical Education Enrollment Reporting System								

➤ **Examine data already collected to determine if there is existing data collection and elements that can be used in the accountability and evaluation system of Career Pathway implementation.**

Student achievement information originates from data sources such as state standardized exams including the Wisconsin Knowledge Concepts Examination (WKCE), Wisconsin Reading Comprehension Test (WRCT), American College Testing (ACT), Scholastic Aptitude Test (SAT) exams, graduation rates, drop-out rates, course pass/fail rates, Grade Point Average (GPA), and a multitude of data elements already collected at either a state level or local level. This information may be valuable in the accountability and evaluation system.

Additionally education professionals may collect data on a local level on students such as keeping track of students beyond graduation on an informal basis.

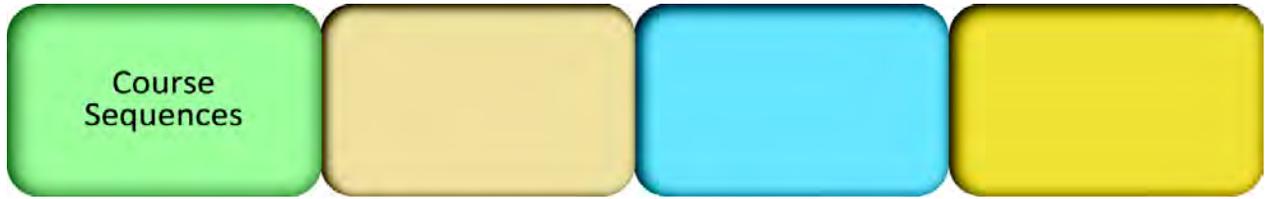
➤ **Collect local and state data to evaluate Career Cluster and Pathway Implementation and provide formal and informal reporting to stakeholders.**

In addition to utilizing already existing data to evaluate the Career Cluster and Pathway framework, some data elements may be missing and the evaluation and accountability system should develop a plan to collect the data. Identification of the type of data needed and the source of the data will guide reporting and decision making around the Career Cluster and Pathway framework.



<b>Accountability and Evaluation Systems</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Identify and design an accountability and evaluation system which will meet the needs of federal and state regulation as well as provide timely evaluation information to all stakeholders.				
Examine data already collected to determine if there is existing data collection and elements that can be used in the accountability and evaluation system of Career Pathway implementation.				
Collect local and state data to evaluate Career Cluster and Pathway Implementation and provide formal and informal reporting to stakeholders.				
Utilize data to inform and implement change.				

## A Deeper Look at the Ten Components



### **Course Sequences**

Course sequencing is an important part of a program of study. Students gather valuable knowledge and skills from course content, building higher level skills as they progress through advanced level courses. The Program of Study must include **both** the secondary and post-secondary coursework and experiences. The emphasis in a specific career pathway must be on one or more of the following: high-wage, high-demand, and/or high-skill jobs.

Non-duplicative sequences of secondary and post-secondary courses within a POS ensure that students transition to post-secondary education without replicating classes or requiring remedial coursework. Furthermore, by planning a secondary and post-secondary sequence of courses within a Career Pathway, students can maximize opportunities for course articulation. **Please see pages 77-78** for a chart which describes and explains the differences between advanced standing and transcribed credit.

#### **Steps**

- **Map out the required and recommended academic and career and technical courses and/or other work-based learning opportunities and educational experiences in each Career Pathway.**

The process for mapping out required and recommended academic and CTE courses is as follows:

- Identify relevant national, state, and industry standards
- Align standards to existing courses and/or update courses as needed
- Go to the Career Pathways web site ([www.wicareerPathways.org](http://www.wicareerPathways.org)) to access an online POS template
- Insert the required secondary courses into the template
- Design a course path from grades 9 through 14 or 16 and beyond including career-related courses
- Sort the required courses into technical core and technical specialty
- Add recommended opportunities for work-based learning, Career and Technical Student Organizations (CTSO) participation, volunteering, etc.
- Complete the template by recommending electives that enhance the pathway experience.
- Insert the required and elective post-secondary courses into the template

- **Begin with introductory courses at the secondary level that teach broad foundational knowledge and skills that are common across all Career Pathways.**

The secondary component must include these essential elements:

- Meets state academic standards and grade-level expectations
- Meets high school graduation requirements
- Meets post-secondary entry/placement requirements
- Provides foundation knowledge and skills in chosen clusters
- Provides opportunities for students to earn college credit through dual/concurrent enrollment or articulation agreements

In secondary career pathway courses, students should engage in academics learning, participate in career experiences, and develop basic work skills.

➤ ***Progress to more career and occupationally-specific courses at the secondary level that provide knowledge and skills required for entry and advancement in a chosen Career Pathway.***

As students progress through the Career Pathway, more technical skills are developed, they engage in more challenging academics, and work-based learning experiences occur.

The secondary component of the Career Pathway must also define curriculum content (what is taught) and include:

- Technical, academic, and 21<sup>st</sup> century employability skills required by employers
- State-mandated curriculum standards and graduation requirements
- Entrance requirements of partnering post-secondary institutions (i.e., Accuplacer, Compass, TABE, ACT, SAT, etc.)
- Alignment and articulation with post-secondary certificates, diplomas, associate's degree programs and/or baccalaureate programs, and;
- Opportunities for students to earn college credit through dual/concurrent enrollment or articulation agreements.

➤ ***Offer opportunities for students to earn post-secondary credit for coursework taken during high school.***

Opportunities for high school students to take college-level course work in order to get a head start on earning college credits while continuing to fulfill high school graduation requirements is accomplished through course articulation (transcripted credit/advanced standing). Secondary schools are required to note the course articulation on student high school transcripts (see PI 26 documentation at <http://dpi.wi.gov/cte/e4e2004.html>). Formal articulation agreements between public school districts and post-secondary institutions must be in place in order for the credit to be valid. Once established, students benefit from articulation as it helps them transition seamlessly from one institution to another and/or one level of education to another (see Credit Transfer Agreements). Opportunities for students to earn college credit through dual/concurrent enrollment or articulation agreements must be included in the POS.

➤ ***Progress to more career and occupationally-specific courses at the post-secondary level.***

In post-secondary courses, students develop advanced technical skills, advanced academic skills, and gain additional worksite experience.

The post-secondary component must include these essential elements:

- Additional opportunities for students to earn college credit through course transcription (transcripted credit or advanced standing)
- Alignment and articulation with baccalaureate programs
- Industry-recognized skills and knowledge in each cluster area
- Opportunities for placement in the chosen Career Clusters at multiple exit points

➤ ***Focus on lowering remediation.***

Understanding the Career Pathway course transition between grades 12 and 13 requires conversations between secondary and post-secondary teachers and staff to:

- Discuss threshold program content expectations,
- Identify areas of content gaps/overlap,
- Understand academic and technical performance expectations for the beginning of the 13<sup>th</sup> grade level of the POS,
- Identify pre-requisites that colleges may require for individual programs and courses, and

## A Deeper Look at the Ten Components

- Identify new assessments, course offerings or other ideas for smoothing and accelerating students' progress on their Programs of Study.

As part of these discussions, post-secondary institutions often have data to identify areas of high rates of incoming student remediation. Data is also often available on incoming high school students' remediation rates sorted by their college program choices. Basic data such as this is typically available for the state's technical colleges by college as well. The technical college Career/Tech Prep representative can help you locate and navigate through this data as well as with other data that might be available. Contact information for Career/Tech Prep coordinators can be found at (<http://www.wicareerPathways.org/ContactUs.aspx>). Here is a sample agenda of a high school articulation meeting with a technical college:

**High School Articulation Meeting**  
2009-2010  
High School - Post-secondary Agriscience

Members present – high school agriscience teachers, post-secondary agriscience faculty, Career/Tech Prep coordinator, college dean, business and industry representatives

**Agenda**

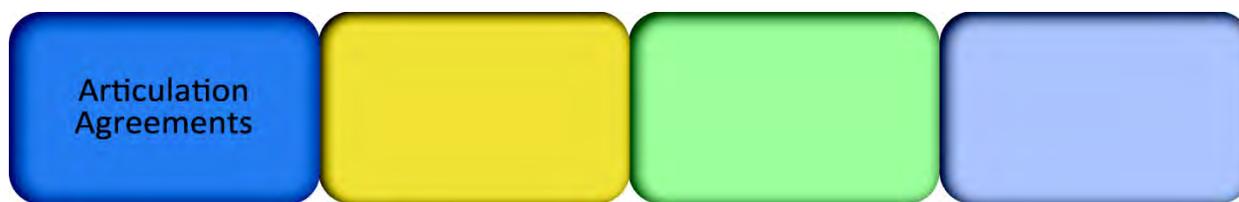
- Dean/Lead faculty welcome
- Program updates—new programs, changes to existing programs, student enrollment data, graduate follow up highlights
- Career pathways update: review cluster model for specific content areas
- Industry updates: Advisory committee report, industry needs assessment
- Curriculum/competency alignment: existing courses available for articulation, discussion of college curriculum, skills needed for success
- Professional development opportunities: what is needed, best time to offer it

Another method for gaining information to help ensure smooth course sequencing is to have teachers review in detail course materials for the subsequent course in the career pathway. In some cases a teacher could potentially assist with or audit the content of the next sequential course so that a better understanding of expectations of rigor and depth could be developed.



<b>Course Sequences</b>	<b>Needs To Be Considered</b>	<b>In the Planning Stage</b>	<b>Partially Implemented</b>	<b>Fully Implemented</b>
Map out the required and recommended academic and career and technical courses and/or other work-based learning opportunities and educational experiences in each career pathway.				
Introductory courses at the secondary level teach broad foundational knowledge and skills that are common across all career pathways.				
Progress to more career and occupationally-specific courses at the secondary level that provide knowledge and skills required for entry and advancement in a chosen career pathway.				
Offer opportunities for students to earn post-secondary credit for coursework taken during high school.				
Progress to more career and occupational specific courses at the post-secondary level.				

## A Deeper Look at the Ten Components



## ***Articulation Agreements***

Articulation refers to aligning high school and post-secondary curricula to create sequences of courses offering skill attainment with unnecessary duplication. Articulation focuses on providing opportunities for high school students to take college-level course work in order to get a head start on earning college credits while continuing to fulfill high school graduation requirements. Formal articulation agreements must be in place in order for the credit to be valid.

There are two types of articulation—*Advanced Standing and Transcribed Credit*. Advanced Standing is also referred to as “credit in escrow;” the credit is delayed until the student enrolls in the technical college program. Transcribed Credit is “direct credit;” the student is earning credit directly from the technical college and has an issued transcript. **Please see page 77-78** for a chart which further explains and defines the differences between advanced standing and transcribed credit.

Articulation agreements are formal agreements created between public school districts and post-secondary institutions. Students benefit from both types of articulation as it helps them transition seamlessly from one institution to another and/or one level of education to another.

Wisconsin’s Career/Tech Prep program also aims to promote and support high school to college transitions for career and technical education students. Career/Tech Prep grants may be awarded for enhancing a high school student’s technical and academic skills and providing opportunities for transition to post-secondary education or into the workforce.

### **Steps**

- ***Provide a systematic, seamless process for students to earn college credit for post-secondary courses taken in high school.***

The goal of articulation or credit transfer agreements is to create opportunities for students to transfer high school credit to any two- and four-year institution in the state that offers the POS and/or transfer credit earned at a two-year college to any other two or four-year institution in the state that offers the POS. Because POS must include both secondary and post-secondary course sequences, it is not complete until all possibilities for articulation are reviewed or created and incorporated into the POS by the career pathway team.

Articulation agreements from high school to technical colleges and universities are listed on technical college and university websites. Course by course articulation agreements among post-secondary institutions can be found on the UW System Transfer Information System web site. For further information please visit the following websites: [http://www.witechcolleges.org/transfer/agreements\\_by\\_college.php](http://www.witechcolleges.org/transfer/agreements_by_college.php) and <http://www.uwsa.edu/tis/>

- ***Note the college credit earned.***

When students earn college credit through advanced standing or transcribed credit or completion of an articulated course, the credit must be noted on either the high school transcript (which should be requested by the technical college) or directly on the technical college transcript. Making certain the credits appear on the student’s transcript facilitates a seamless transfer into the post-secondary portion of the POS without the need for additional paperwork or petitioning for credit. Credit for Prior Learning may also be implemented when needed.

As stated earlier, PI 26 requires secondary schools to note the course articulation on student high school transcripts (see PI 26 documentation at <http://dpi.wi.gov/cte/e4e2004.html>).

➤ ***Describe expectations and requirements***

Articulation agreements must, at a minimum, clearly detail teacher and faculty certifications/qualifications, if there is an agreement about which teacher(s)/instructor(s) from a particular school/institution will teach the articulated course or sequence of courses. The agreement must also clearly indicate course prerequisites, post-secondary entry requirements, location of courses, tuition reimbursement, and credit transfer process so students, parents, and secondary and post-secondary partners have a clear understanding of how the articulation process works and to be certain the student gets credit for articulated courses completed as part of a POS.



Articulation Agreements	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Provide a systematic, seamless process for students to earn college credit for post-secondary courses taken in high school.				
Credits earned are noted on the high school transcript.				
Describe expectations and requirements.				

## A Deeper Look at the Ten Components



### ***School Counseling and Academic Advising***

#### **Secondary Counseling**

Academic and career counseling is provided through PK-12 comprehensive school counseling programs and post-secondary advising programs, and helps students make informed decisions about which Career Pathway to pursue. Many professionals use “who am I?” “where am I going?” and “how do I get there?” as a framework to help students navigate the career development process. Wisconsin’s Model Academic Standards for School Counseling identify three standards in the career domain. In order to meet those standards, school counselors, in collaboration with other educators, develop a program of career education services that includes PK-12 career development curriculum, responsive services, individual planning and system support. This program is shared with school and district staff, including the local board of education.

#### **Post-secondary Counseling**

Post-secondary advisors assist students in educational program planning and course selections consistent with their career goals. Since post-secondary students may be at different levels of readiness to select a program of study, or in need of assistance in selecting a new career direction, the services of various student support staff are integral to delivering career development services. Depending on the size of the post-secondary institution and its staffing patterns, career development professionals, counselors, financial aid administrators, special services support staff and others may be involved in supporting students to select and persist in POS choices.

#### **Steps**

- ***Based on state and national school counseling or advising standards.***  
It is required that a school district’s comprehensive school counseling program must comply with PI 8.01(2)(e). It is further recommended that school districts ground their comprehensive school counseling programs in the Wisconsin Department of Public Instruction’s Model Academic Standards for School Counseling as well as in the American School Counselor Association’s National Model (ASCA) and its Ethical Standards for School Counselors, and in the National Career Development Guidelines. Counselors, advisors, and other educators involved in delivering school counseling program activities and services take advantage, on a regular basis, of professional development opportunities which will prepare them to implement and improve the program. These may include trainings in the ASCA National Model; the Level I, II, and III trainings in the Wisconsin Comprehensive School Counseling Model; POS trainings; and relevant workshops and seminars at the conferences of their professional associations.
- ***Ensure school counselors have access to up-to-date information about Career Pathway offerings.***  
Successful implementation of Career Pathways in a school district requires a team approach. A team consisting of school counselor(s), core academic teachers, CTE teachers, a CTE coordinator, a curriculum specialist, business and industry representatives, post-secondary partners, and legislators spearheads the development and

implementation of quality POS, and assists with ongoing revisions to them. Partnerships among secondary and post-secondary school counselors and academic advisors enable effective Programs of Study to be built. Once Career Pathway information is disseminated to parents, students, and other stakeholders, school counselors and teachers work together with individual students to assist in career and interest exploration and decision making.

- ***Offer information and tools to help students learn about post-secondary education and career options.***  
Teachers and school counselors must be aware of post-secondary and career options including prerequisites for a selected POS. Because it is nearly impossible for every student to be aware of every possible post-secondary program option and career within a given Career Pathway, teachers and school counselors need to know where to direct students for such information. The Wisconsin Career Pathway website at [www.wicareerPathways.org](http://www.wicareerPathways.org) is a robust resource where professional educators can locate information on program options for specific Pathways at Wisconsin post-secondary institutions. As an assignment in a Career Pathways course, students may also be required to research post-secondary and career options. Additional web resources are also noted throughout the guide.
- ***Offer resources for students to identify student career interests and aptitudes and to select an appropriate Career Pathway.***  
In the secondary setting, teachers and school counselors provide opportunities for students to take career interest and learning style inventories beginning in 4<sup>th</sup> grade and continuing through high school with benchmarks at 8<sup>th</sup> and 12<sup>th</sup> grade. Because it is optimal for students to base their career plans on a variety of career awareness and exploration experiences, inventories that assess work values, learning styles, career interests and aptitudes, etc., are explored as part of career classes and are incorporated into Career Pathway courses. Several inventories have been written for students at the elementary level. School counselors and teachers will want to be knowledgeable about the inventory, its development, and its validation so they can speak accurately to parents and students about what the results indicate. In this way, school counselors and teachers can assist students and their parents to interpret inventory results and compare the results from multiple assessments to determine which Career Pathway is right for them. Career Pathway interest can change as the student explores more avenues for their future.
- ***Provide information and resources for parents.***  
Parents are an integral component of academic and career planning. They are not only their children's first career development role models, they also generally want what is best for their children and may strongly influence course selection, post-secondary, and career decisions. Therefore, it is ideal for parents to be involved in the career exploration and development processes that their children experience. Because parents may have limited viewpoints about post-secondary and career options based on their personal experiences, the school counselor's goal is to communicate on a regular basis about the options available. Providing parents with credible resources and information will help them to assist their students to make informed career-planning decisions.
- ***Offer Web-based resources and tools for obtaining student financial assistance.***  
Once a student selects a Career Pathway, the student and his or her parents will be interested in information about financing the post-secondary choices. Educators can provide access to that information. They can also direct students and parents to other experts who can help students learn more about financial assistance and how to apply for it.



**A Deeper Look at the Ten Components**

<b>School Counseling and Academic Advising</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Based on state and national school counseling or advising standards.				
Ensure school counselors have access to up-to-date information about Career Pathway course offerings.				
Offer information and tools to help students learn about post-secondary education and career options.				
Offer resources for students to identify career interests and aptitudes.				
Provide information and resources for parents.				
Offer web-based resources and tools for obtaining student financial assistance.				



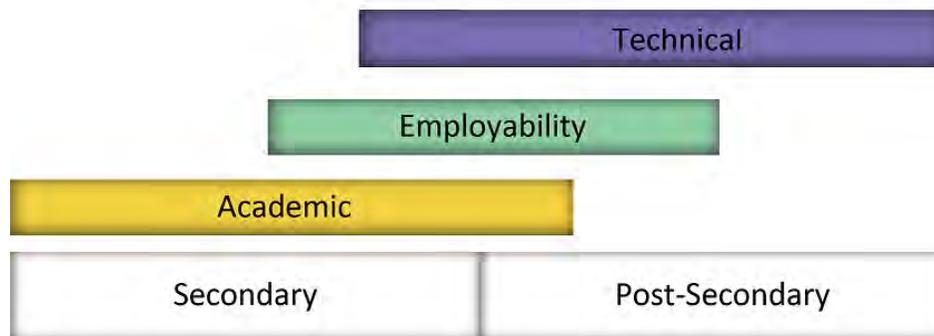
### ***Technical Skill Attainment***

National, state, and/or local assessments provide ongoing information on the extent to which students are attaining the necessary knowledge and skills for entry into and advancement in post-secondary education and careers in their chosen Career Pathways.

Assessments vary by the target skill being assessed including:

- Technical skill attainment
- Academic skill attainment
- Employability skill attainment (21<sup>st</sup> century skills)

Assessments occur at a variety of points in time from secondary to post-secondary, depending on the assessment. Usually post-secondary focuses more on technical skills and employability skill assessments. These assessments are usually very specific to a specific industry, such as tests in welding or dental hygiene. Secondary level tests focus primarily on academic and employability skills. They do, however, does incorporate some technical skill assessments.



Career Pathways must include the acquired technical, employability, and academic skill attainments throughout the journey of a program of study. Career Pathways include and ultimately lead to required licensure, credential or other recommended attainment for the occupations within the Pathway, thus aligning secondary and post-secondary Pathways with educational and work requirements. The assessment process is built within educational programs ensuring students are acquiring technical, academic and employability skills. Skill assessments can be traditional paper/pencil tests, but may also be other types of formal and informal evaluation. For example, a teacher or business/industry expert may complete a rubric or checklist consisting of skills and competencies based on observation of a student completing a performance task or process. Also, a rubric or checklist may be used to assess cumulative skills students used to create an end-product.

## A Deeper Look at the Ten Components

Skill attainments may include employability skill certificates, state certified co-ops, WorkKeys, or a variety of specific occupational skill attainment measures such as Automotive Service Excellence (ASE) or National Council Licensure Examination (NCLEX) or other certifications. Academic skill attainment is often measured in Compass, Accuplacer, TABE, ACT, SAT or state standardized tests such as WKCE. **The following link contains numerous certifications students may earn.**

➤ ***At the secondary level, measures of skill attainment are incorporated at appropriate places in the Pathway, demonstrating the student is ready for college or a career.***

Skill assessments ensure the student is ready to enter and succeed in post-secondary educational programs or employment. Technical-skill, academic-skill, and employability-skill attainment measures technical-skill proficiencies, employs state-developed/approved assessments, and/or industry-approved assessments. Performance-based assessment items are incorporated to the greatest extent possible so students are allowed opportunities to demonstrate application of their knowledge and skills. National or state skill standards are incorporated throughout the POS curriculum.

Examples of secondary skill-attainment measures may include employability skills certificates, academic skill measures including ACT or SAT or Accuplacer examinations, and technical-skill attainments such as a state certified co-op completion. The type of skill attainment that is most appropriate should be determined by the career pathway team, where multiple stakeholders are involved and effectively assess its effectiveness.

➤ ***At the post-secondary level, measures of skill attainment are incorporated at appropriate places in the Pathway, demonstrating the student is ready for an occupation.***

Skill assessments ensure the student is ready to enter and succeed in a career. Technical-skill, academic-skill and employability-skill attainment measures technical-skill proficiencies, employs state-developed/approved assessments and/or industry-approved assessments. Performance-based assessment items are incorporated to the greatest extent possible so students are allowed opportunities to demonstrate application of their knowledge and skills. National or state skill standards are incorporated throughout the POS curriculum.

Post-secondary-skill attainments include employability certificates such as WorkKeys and technical-skill attainments specific to the occupation such as regulation and licensure, apprenticeship completion, ASE, NCLEX, and other occupational specific credentials and licenses.

A Student's Formal Skill Attainment Journey for Health Science

High School

- Accuplacer or Compass Assessment
- Obtain Certified Nursing Assistant (CNA) Certificate
- WorkKeys assessment/certification

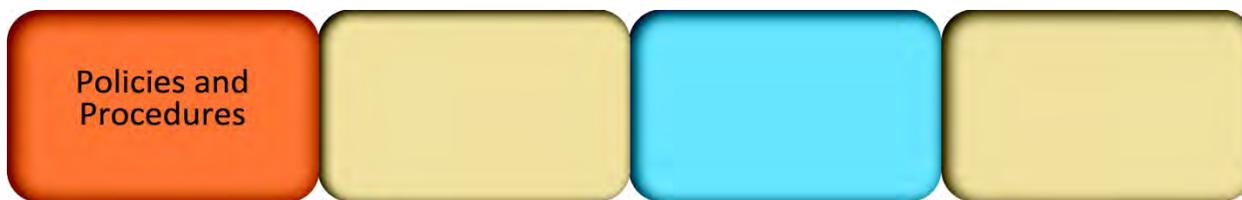
Post-secondary

- WorkKeys assessment/certification
- National Council Licensure Examination (NCLEX)



<b>Technical Skill Attainment</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
At the secondary level, measures of technical skill attainment are incorporated at appropriate places in the Pathway, demonstrating the student is ready for college or a career.				
At the Post-Secondary level, measures of skill attainment are incorporated at appropriate places in the Pathway, demonstrating the student is ready for a specific occupation.				

## A Deeper Look at the Ten Components



## ***Policies and Procedures***

This section addresses how federal, state, and local policies and procedures may support and promote the development and implementation of a Program of Study. Policy efforts that focus on rigorous academic and technical courses, community and employer participation, school counseling, career development, transcribed credit, education for employment, high school graduation requirements, vertical and horizontal curriculum alignment, articulation agreements, career and college readiness, evaluation and accountability, professional development, and partnerships are essential to advance career clusters and pathways within Wisconsin schools districts.

### **Steps**

- ***Review and revise existing school/district and post-secondary institutional policies and examine procedures to determine the impact on career cluster and pathway implementation.***

Existing policies and procedures are a good starting point to determine if policies and procedures promote or conflict with Career Pathway implementation. State-level policies include, but are not limited to,

- the state Perkins plan (<http://systematic.wtcsystem.edu/Grants/Perkins-4/planning/five-year-plan-v9a.pdf>).
- the credit for prior learning at the WTCS ([http://www.wtcsystem.edu/board/pdf/policy\\_manual.pdf](http://www.wtcsystem.edu/board/pdf/policy_manual.pdf)).
- grant guidelines and application materials (<http://systematic.wtcsystem.edu/Grants/Perkins-4/perkins4.htm> for WTCS and <http://dpi.wi.gov/cte/cpahome.html> for DPI).

The school/district may already have policies established. Examples of local policies or procedures which may include, but are not limited to,

- the mission and vision of CTE programs.
- procedures for informing students of career pathways.
- career development policies and practices.
- work-based learning opportunities.
- Career/Tech Prep policies.

A conversation with a local CTE coordinator and a post-secondary Career/Tech Prep coordinator may be beneficial. A listing of the 16 Career/Tech Prep coordinators and contact information is available at <http://www.wicareerPathways.org/ContactUs.aspx>

- ***Determine and ensure education professionals, students, and community stakeholders are aware of policies and procedures supporting Career Cluster and Pathway implementation.***

First and foremost all stakeholders involved in this process should be aware and working within the existing or newly-developed policy and procedures supporting POS implementation. This may involve a school/district/post-secondary institution evaluating stakeholders on knowledge and application of the policies and procedures such as understanding the state Perkins plan and reviewing the Career/Tech Prep grant application. See the professional development component for further information on educating stakeholders about the career cluster and pathway implementation.

➤ ***Provide for sufficient funding and other resources for career cluster and pathway implementation.***

Time and time again, education professionals are enthusiastic about developing career clusters and pathways and implementing a career cluster and pathway framework, but their passion to get things done is stifled by limitations and challenges presented in their schools/districts. Administrators need to dispel attitudes such as *what is the minimum we have to do to be in compliance with Perkins IV?* Instead, administrators need to be champions for fully implementing a career cluster and pathway framework for the benefit of students, education professionals, the community, business/industry, and the local or regional economy. Administration also needs to support and appoint leaders to career cluster and pathway teams who will serve as the movers-and-shakers within the school/district and model positive examples for others to follow.

Ongoing Studies are being conducted to determine education professionals needs to take career clusters and pathways to the next level of deeper and meaningful implementation and the overwhelming response is “time to do the work” and “resources to support the work.” Funding is needed to support professional development (see Professional Development) and staff members need to be allowed dedicated time blocks to meet as a career cluster and pathway teams with stakeholders and partners to develop and update curriculum, connect with partners, develop, review and update articulation agreements, and the list goes on. Sometimes support staff is needed to assist with research; data collection and reporting, written documentation, web site development, and other career cluster and pathway framework related activities. In this guidebook, a more detailed overview of the work that needs to be done by education professionals is provided. Education professionals cannot succeed without administrative support.

Schools, districts, and post-secondary institutions may not have all the resources they need to implement career cluster and pathway framework well. Tough decisions will need to be made each year as to what resources exist, how existing resources can be redirected to this purpose; and how partners and stakeholders may be able to leverage additional resources for the task.

➤ ***Establish formal procedures for the needs assessment, design, implementation, and continuous improvement of Career Pathways.***

Education professionals from both secondary and post-secondary should work as a team with other education, business and industry, legislative, workforce and economic development partners to conduct needs assessments relating to workforce and labor market information (see the partnership component). Using the results of the needs assessment, the team should determine which career pathway(s) needs to be developed in the school district. It is beneficial if the school/district has a uniform process for accomplishing this task so that as new career cluster and pathway teams form, processes and procedures are in place to guide their work. Once a career pathway has been designed, a lot of work needs to happen over the next couple of years to update curriculum, create and revise articulation agreements, establish and maintain partnerships, evaluate student and stakeholder experiences, and further lay the foundation for successful career cluster and pathway framework implementation and continuous improvement. In Wisconsin, formal develop a curriculum (DACUMS) facilitated events conducted by the Worldwide Instructional Design System team or other skilled facilitators are excellent ways to obtain information from business and industry. Once again, having formal practices documented in the school/district will help guide other career cluster and pathway teams to be efficient and effective in their efforts.

➤ ***Ensure opportunities and support for any student to participate and succeed in a Career Pathway.***

Not only should administrators be concerned with support for education professionals and stakeholders involved in career cluster and pathway teams, they need to make certain that every student in the school/district has an equal opportunity to participate and be successful in completing a program of study. First, career cluster and pathway framework options must be widely distributed through school and district publications and communications such as the course catalog, student handbook, school/district web site, etc. Resources are needed

## A Deeper Look at the Ten Components

so all students can use a web-based career guidance system such as WISCareers or Career Cruising, e-portfolios, and other career development software/materials in their classes.

Some districts in Wisconsin require that students declare a Program of Study in the 8<sup>th</sup> grade. Others incorporate **ILPs** into their district graduation requirements. By demonstrating support for effective teaching and learning strategies, encouraging development of and student participation in work-based learning and credit transfer opportunities, administrators will be creating options for every student to be successful in a career pathway. Refer to the School Counseling and Advising component and the Wisconsin Comprehensive School Counseling Model for additional information.

- ***Ensure opportunities for secondary students to develop and refine an Individual Learning Plan (ILP).***  
Most Wisconsin schools/districts utilize the comprehensive school counseling model. ILPs are a tool to meet the benchmarks within the Model Academic Standards for School Counseling. Students should begin developing an ILP in the 8<sup>th</sup> grade as they are planning courses for their 9<sup>th</sup> grade year. An ILP identifies what needs to be achieved and looks towards the future, incorporating activities in school and outside the school walls. Administrators can hold teachers and school counselors accountable for career and academic advisement (see School Counseling and Academic Advisement and Course Sequences). It is critical for students to use an ILP for their career and academic planning, share that plan with parents, educators, and others, and update it on a regular basis. Then, students should continue their ILP as they transition from secondary to post-secondary education options.
- ***Provide resources for long term sustainability of Career Cluster and Pathway frameworks.***  
Understand that full implementation of career cluster and pathway framework may take several years to launch and then will need to be reviewed and improved on a long-term basis. Just as school districts have policies and procedures for curriculum review and renewal, the career cluster and pathway framework will also need a schedule of renewal.



<b>Policies and Procedures</b>	Needs To Be Considered	In the Planning Stage	Partially Implemented	Fully Implemented
Review and revise existing school/district and post-secondary institutional policies and examine procedures to determine the impact on Career Cluster/Pathway implementation.				
Determine and ensure education professionals, students, and community stakeholders are aware of policies and procedures supporting Career Cluster/Pathway implementation.				
Provide for sufficient funding and other resources for Career Cluster/Pathway implementation.				
Establish formal procedures for the needs assessment, design, implementation, and continuous improvement of Career Pathways				
Ensure opportunities and support for any student to participate and succeed in a Career Pathway.				
Provide resources for long-term sustainability of Career Cluster and Pathway frameworks.				

## SECTION IV - APPENDIX

The appendix portion of the guide includes many helpful materials for POS implementation. From data to support the process, to key terms, helpful web links, and resources, this portion of the guide will be growing with each passing year. If you have helpful materials that you would like to share, please send them to [careerpathways@dpi.wi.gov](mailto:careerpathways@dpi.wi.gov).

### ***Why are Career Pathways and Programs of Study Important to Educators?***

Every Wisconsinite should have access to education or training past high school leading to a technical college degree or diploma, occupational credential, industry certification, or one's first two years of a four-year degree—to be pursued at whatever point and pace that makes sense for individual workers and industries. Every person who lacks basic skills must also have access to the basic education needed to pursue middle-skill occupational training.

Skills to Compete-Wisconsin

<http://www.nationalskillscoalition.org/states/state-coalitions/wisconsin/>

Today, middle skill jobs still represent the largest share of jobs in Wisconsin—some 54 percent—and the largest share of job openings into the next decade.

Wisconsin's Forgotten Middle Skills Job

[http://www.nationalskillscoalition.org/assets/reports-/skills2compete\\_forgottenjobs\\_wi\\_2009-10.pdf](http://www.nationalskillscoalition.org/assets/reports-/skills2compete_forgottenjobs_wi_2009-10.pdf)

By connecting students to career pathways, improvements in education will be seen. Competitive Wisconsin (<http://www.competitivewi.com/>) believes that for Wisconsin to be a leader in the knowledge economy, Wisconsin must act urgently and strategically to advance the educational attainment of all Wisconsin citizens. Among the targeted goals are:

- 100 % high school graduation rate. Current drop-out rates-overall 1.9%, American Indians 4.4%, Latino/a 5.4 %, and African Americans 8.9%.
- 100% of high school graduates will be proficient or above in reading and mathematics. Current rates 74% in reading and 72% in math overall.
- Increase the rate of AP pass rates
- World languages should be available in 100% of elementary schools in the state.
- Increase achievement, reduce truancy, eliminate out of school suspensions and increase attendance rate to the statewide average for the Milwaukee Public School system.
- Public and private sectors should prioritize their investments in education proportionate to the return on investments, not only for individuals, but for our economic future.
- To produce or attract an additional 170,000 individuals with BA degrees and 170,000 individuals graduate degrees by 2020.

“It’s an economic issue when the unemployment rate for folks who’ve never gone to college is almost double what it is for those who have gone to college. Education is an economic issue when nearly eight in 10 new jobs will require workforce training or a higher education by the end of this decade. Education is an economic issue when we know beyond a shadow of a doubt that countries that out-educate us today, they will out-compete us tomorrow.” (Obama, 2010)

“The future of our communities and of our country, not to mention countless individuals, depends significantly on the ability of community and technical colleges—along with their partners in education and the employer community—to do a far better job of moving students to and through their institutions, toward better jobs, and toward continuing education over a lifetime.” (McClenny, 2006)

## Appendix

***National Leaders  
embrace the  
pathway initiative***

“Unless the skills gap within the United States is closed and employers can find the workers they need, and job seekers have the skills to pursue the opportunities that will exist, then America's economy will remain vulnerable.... The stakes are high: freedom of trade and commerce; personal and political liberty; and national and individual security.” (Sampson, 2001)

Current research shows students who are engaged in a rigorous and relevant sequenced curriculum with direct linkages to post-secondary programs or careers are more likely to graduate and are better prepared for success in a career or program. (Karp et al, 2007 and Lekes et al, 2007)

This initiative is not new. The National Association of State Directors for Career and Technical Education Consortium (NASDCTEc) and their Board of Directors assumed leadership of the Career Cluster Initiative in the United States, in conjunction with the Office of Vocational and Adult Education (OVAE) at the U.S. Department of Education. This initiative has identified 16 clusters representing career opportunities for the 21<sup>st</sup> century. (Losh, 2002) High schools and technical colleges have invested resources and talent over the past five to ten years to develop the concept and various implementation models. Among the major players are the National Association of State Directors of Career Technical Education Consortium; the League for Innovation in the Community College with its College and Career Transitions Initiative (CCTI); the Workforce Strategy Center; the National Career Pathways Network (NCPN); the Center for Occupational Research and Development (CORD); the Community College Research Center (CCRC) at Columbia University; the Ford Foundation's Bridges to Opportunity Initiative; and the Joyce Foundation's Shifting Gears initiative [which supports the Regional Industry Skills Education (RISE) Initiative at technical colleges and workforce boards in Wisconsin].

Although the Career Cluster and Pathway initiative began and continues to be pushed from Career and Technical Education areas it is important to understand the initiative goes beyond Career and Technical Education. All facets of education are involved in preparing youth through a rigorous curriculum in preparation for college and a career.

Career Clusters are broad occupational groupings...an organizing tool defining education for post-secondary preparation and careers using 16 broad clusters of occupations and 79 pathways with validated knowledge and skill standards that ensure opportunities for all students regardless of career goals and interests. (For more specific information on the clusters and pathways please see the appendix).

Whereas career clusters are organized around occupational groups, similarly industry clusters or sectors are organized around industry. Sometimes career clusters align perfectly with an industry sector or cluster, sometimes not. This can be confusing to some as it may appear a specific industry is apparent in the clusters. For example, the energy industry sector or welding does not have a specific cluster as the occupational groupings in the industry sector fall within several career clusters including manufacturing, and architecture and construction.

However, it is important to note that Wisconsin colleges, employers and workforce partners are also involved in Career Pathway work for **adults**, who are beyond the traditional age of schooling. These learners need efficient and accelerated entry into the Career Pathways in order to master the content needed for higher-skills employment, 21<sup>st</sup> century jobs in emerging areas of Wisconsin's economy. Information on a focal point of these efforts, Wisconsin's RISE (Regional Industry Skills Education) initiative is available at [www.risepartnership.org](http://www.risepartnership.org). Although the Program of Study work addressed in this guide and the RISE efforts in Wisconsin are designed to serve individuals of differing ages with multiple economic and family circumstances (and who, therefore, will access pathways through different methods and on different timelines), the two efforts are readily reconcilable as they share many core concepts as well as the structure of Career Clusters and Career Pathways, etc.

## Key Terms

- **Active learning** – “Anything that students do in a classroom other than merely passively listening to an instructor's lecture.” (*Paulson & Faust*, <http://www.calstatela.edu/dept/chem/chem2/Active/index.htm>).
- **Accuplacer** – Admissions/entrance exam used for various higher education institutions (typically technical colleges). Accuplacer is an adaptive exam which means the questions are chosen for the student based on answers provided in previous questions. The other two commonly used admissions/placement exams in Wisconsin Technical Colleges are the COMPASS test and the TABE (Test of Adult Basic Education).
- **Advanced placement (AP)** – Wisconsin post-secondary Institutions participate in the College Board Advanced Placement (AP) Program and typically award course exemptions and college credit to entering students with qualifying scores on individual exams in various general education and humanities content areas.
- **Advanced standing (AS)** – A high school student who has successfully completed a course taught by a high school teacher using a high school curriculum wherein the high school and a technical college have aligned curriculum competencies and developed an articulation course agreement. The credit is awarded upon enrollment in a technical college; however, grades are not recorded on a technical college transcript.
- **Apprenticeship** – Apprenticeship programs assist registered indentured apprentices to acquire the related technical knowledge and skills to augment the on-the-job experiences for all aspects of their trade. Both the employer and the apprentice must be contracted with the Bureau of Apprenticeship Standards to begin an apprenticeship.
- **Articulation agreement** – An articulation agreement is a formal agreement between institutions that allows credit for a course or sequence of courses taken at one institution to be applied in specific programs at another institution. These agreements may be between a high school and a post-secondary institution, or among post-secondary institutions.
- **Associate in Applied Science Degree (AAS)** – An AAS Degree helps individuals prepare for, or advance in, a particular occupation or field. Most AAS degrees require 60-70 credits and consist of technical studies, general studies, and electives. Time to completion varies widely. Some or all credits may be applied toward a bachelor's degree program at a four-year college. In Wisconsin the technical colleges award AAS degrees.
- **Associate in Arts or Associate in Science Degree** – An Associate in Arts or an Associate in Science is a degree awarded by technical colleges in Wisconsin intended to transfer to a four-year college or university.
- **Associate of Arts and Science Degree** – An Associate of Arts and Sciences Degree is awarded to an individual for completion of a program that is intended for transfer to a four-year college or university. The degree requirements usually include courses in fine arts, humanities, mathematical and natural sciences, and social sciences.
- **Bachelor's degree** – A bachelor's degree is an academic degree awarded to individuals for completion of an undergraduate major that generally lasts for four years.
- **Bridge certificate** – A term used in the WTCS wherein a degree program begins with a certificate. Completion of the certificate allows the student to continue on in the degree program and/or use the skills developed in the certificate to take a first step into employment in their career field.
- **Business and education partnership** – This partnership is a collaborative relationship that is mutually beneficial for students, staff, industry experts, and/or community members to increase student readiness, employability skills, and acquisition of academic and technical skills.
- **Career** – A chosen profession, field of work or calling.
- **Career Clusters** – In their simplest form, Career Clusters are groupings of occupations/career specialties used as an organizing tool for curriculum design and instruction. Occupations/career specialties are grouped into the Career Clusters based on the fact that they require a set of common knowledge and skills for career success. The Knowledge and Skills represented by Career Clusters prepare learners for a full range of occupations/career specialties, focusing on the holistic, polished blend of technical, academic, and employability knowledge and skills. This approach enhances the more traditional approach to career and technical education in which instruction may focus on one or two occupations and emphasize only specific occupational skills.

## Appendix

- **Career Pathways** – Career Pathways are sub-groupings of occupations/career specialties within a career cluster used as an organizing tool for curriculum design and instruction. Occupations/career specialties are grouped into Pathways based on the fact that they require a set of common knowledge and skills for career success.
- **Career Pathway Bridge** – A term used in the WTCS, a Career Pathway Bridge helps adults in need of basic skills or English Language Learning succeed in a Career Pathway. Bridges consist of courses that link basic skills development with occupational skills development and accelerate the transition from pre-college to college level work.
- **Career and Technical Education (CTE)** – Instructional programs designed to achieve student mastery of skills and knowledge. Current programs in high school and technical colleges are transitioning to align with Career Clusters and Pathways. High quality CTE employs work-based learning and CTSO involvement in addition to coursework. A CTE is an instructional program that includes a rigorous sequence of quality academic content and technical skills, with a focus on specific Career Clusters and Pathways. Programs prepare students to successfully transition to post-secondary education or work.
- **Career and Technical Student Organization (CTSO)** – Co-curricular career-based student organizations recognized by the U.S. Department of Education that are related to a specific Career and Technical Education field.
- **Career awareness** – Activities that incorporate workplace operations to illustrate why people work, the kinds of conditions under which work is performed, the various levels of training and education needed to work, appropriate work behaviors, and how expectations at school are related to expectations in the world of work.
- **Career exploration** – Activities covering the entire career spectrum using clusters of similar or related careers as a framework to study all occupational groups while simultaneously evaluating personal interests and skills in relation to the jobs studied.
- **Career planning and preparation** – Activities which are focused on personal career interest areas and experiencing the work in these areas.
- **Career (occupational) Specialties** – These are particular careers or occupations based on advanced knowledge and skills specific to a career or occupation.
- **Career/Tech Prep** – This term refers to Career Prep or Tech Prep. Currently both terms are used to describe a school-to-work transition program that helps students make the connection between high school, post-secondary education and employment. As a statewide career development system, Career/Tech Prep provides students with a planned program of study that incorporates academic and career-related articulated courses between secondary and post-secondary education.
- **Certificate** – An occupational credential typically awarded by a technical or community college or other educational provider after completion of a short-term program in a career specialty area.
- **College and Career readiness** – Involves three major skill areas: *core academic skill* and the ability to apply those skills to concrete situations in order to function in postsecondary education and the workplace; *employability skills* (such as critical thinking and responsibility) that are essential in any career area; *technical, job-specific skills* related to a specific career pathway.
- **COMPASS test** (offered by ACT-American College Testing)– See Accuplacer
- **Cooperative education** – A structured program combining academic and Career and Technical Education with work-based learning experience.
- **Curriculum/Program** – A set of courses, including prescribed content that is offered at a particular school; may be used to describe general requirements or a specific course; usually considered in broader terms than program of study.
- **DACUM (Developing A CURriculum)** – A process for developing a curriculum based occupational analysis which provides a framework for instructional development. In a DACUM process, a facilitator elicits collective insight about the occupation involving job duties and tasks associated with the successful achievement of the occupation from individuals who perform the duties of the occupation. By the end of the day, major competencies are identified and organized into natural groupings that form the basis for curriculum.
- **Doctoral Degree** – A doctoral degree is an academic or professional degree that qualifies the holder to teach or practice in a specific field such as philosophy, literature, law, or medicine. Examples are Doctor of Philosophy

(Ph.D.), Doctor of Medicine (M.D), and Doctor of Education (Ed.D.). Doctoral applicants were previously required to have a master's degree, but many programs will now accept students immediately following completion of their undergraduate studies.

- **Dual Credit** – See transcribed credit
- **Education for Employment** – A state statute designed to allow all youth opportunities to connect what is learned in school, understand and plan for future careers, master human relations skills needed for effective communication and work, understand the fundamentals of work and our economy, apply and manage technology, and access contemporary technical training and school-supervised work experience.
- **Employability Skills and Work Behaviors** – The skills needed by students to obtain and retain employment, and which are applicable and transferable to general employment situations. Skills such as organization, responsibility, dependability, honesty, teamwork, and integrity, which can all be translated into the work environment.
- **Horizontal Curriculum Alignment** – Horizontal alignment is the alignment of the curriculum being taught by teachers in a common subject or grade level.
- **Individualized Education Plan (IEP)** – Written plan and legal document that states special education student's present level of functioning; specific areas that need special services; annual goals; short-term objectives; services to be provided; and the method of evaluation to be implemented for children 3 to 21 years of age who have been determined eligible for special education.
- **Individualized Learning Plan (ILP)** – An ILP includes a program of study and learning that represents a mapped education plan reflecting a student's unique set of interests, needs, learning goals, and graduation requirements. It goes beyond the "four-year plan" by recording the student's connections to the larger community including examples of community service and volunteerism; membership in civic or community organizations; participation in leadership activities outside of school; involvement in job shadowing, mentorships, and/or Youth apprenticeships; and the pursuit of skill development through hobbies, athletics, and fine arts.
- **Internship** – Structured on-the-job training that provides experiences for students in order to help them determine interest in a career and meet contacts in the field.
- **Job shadowing** – A temporary, unpaid work experience where students learn about a job by spending a workday with an experienced worker.
- **Knowledge and Skills** – Knowledge and Skills are industry-validated statements that describe what learners/employees need to know, and to be able to do, for career success within a Cluster and/or Pathway.
- **Liberal Arts and Sciences** – Majors in the Liberal Arts and Sciences provide Pathways to a wide array of 21<sup>st</sup> century careers through preparation in such areas as knowledge of human cultures and the natural world; critical and creative thinking skills; effective communication skills; intercultural knowledge and competence; and individual, social, and environmental responsibility.
- **Master's Degree** – A master's degree is an academic degree that is awarded to individuals who have undergone study demonstrating a mastery of a specific field of study or area of professional practice. Generally students must have previously earned an undergraduate (bachelor's) degree.
- **Occupational Specialties** – See Career Specialties.
- **Post-secondary** – Education following high school—in Wisconsin post-secondary options include technical college, private and public 2- and 4- year colleges and universities and apprenticeship programs.
- **Post-secondary credit** – Credit awarded by a technical college, or a 2-year or 4-year college or university.
- **Private school** – An educational institution that is funded through tuition, fundraising, private grants, and donations without the support of public tax dollars
- **Program of Study (POS) Curriculum Framework** – A program of study is a sequence of instruction (based on recommended standards and knowledge and skills) consisting of coursework, co-curricular activities, work-site learning, service learning, and other learning experiences at the local school district level.
- **Public school** – An educational institution that is funded primarily by tax dollars.

## Appendix

- **Remediation** – At the post-secondary level, the coursework that entering students need to take before they demonstrate readiness for college-level study.
- **School-to-Work** – An initiative designed to improve school-to-work transitions for all students.
- **Student-centered** – A teaching philosophy whereby students learn best by interpreting information and/or concepts, learning through discovery while also setting the pace of their own learning. Teacher responsibilities when using student-centered approaches are to coach and mentor students to facilitate their learning and design experiences that allow students to develop and apply new knowledge and skills.
- **TABE** – Test of Adult Basic Education
- **Tech Prep** – See Career/Tech Prep
- **Technical Diploma** – Technical diplomas help individuals prepare for a targeted occupation, typically at the entry level. Credit requirements range from 3 to 70 credits and time to complete varies widely. Some credits may bridge into associate degree programs.
- **Transcripted (dual) Credit (TC)** – Post-secondary credit earned by a high school student for successfully completing a college level course. The student may request a transcript from the technical college, 2- or 4-year College, or university.
- **University** – A post-secondary educational institution, often consisting of several colleges, that offers bachelors, masters, and doctoral degrees and research opportunities in various branches of learning.
- **Vertical Curriculum Alignment** – is the alignment of the curriculum content being taught by teachers from one grade level through high school and into post-secondary education programs.
- **Vocational Education** – See Career and Technical Education (CTE).
- **Wisconsin Youth Apprenticeship (YA)** – This rigorous one- or two-year program is designed for high school juniors and seniors. It combines academic and technical instruction with paid on-the-job training at a mentored worksite. Wisconsin technical colleges may award credit for prior learning to apprenticeship program graduates.
- **Wisconsin Youth Options** – This program allows public high school juniors and seniors who meet certain requirements to take post-secondary courses at a UW institution, a Wisconsin technical college, one of the state's participating private nonprofit institutions of higher education, or tribally-controlled colleges. Approved courses count toward high school graduation and college credit.
- **Work-Based Learning (WBL)** – A set of planned educational experiences, either paid or unpaid, coordinated and supervised by licensed school personnel, and designed to enable learners to acquire work behaviors, skills, and knowledge for work and other life roles by participating in actual or simulated work settings. This includes job shadow, cooperative education, internships, and apprenticeships

## Resources

- America's Career InfoNet (<http://www.careerinfonet.org/>)
- America's Career Resource Network (ACRN) (<http://cte.ed.gov/acrn/>)
- America's Job Bank (<http://www.jobbankinfo.org/>)
- Association for Career and Technical Education (ACTE) (<http://www.acteonline.org>)
- Academic Achievement Data (<http://dpi.wi.gov/sig/dm-acadachmt.html>)
- Attendance and Behavior Data (<http://dpi.wi.gov/sig/dm-attendbehav.html>)
- Career Cruising (<http://www.careercruising.com/>)
- Career and Technical Education Consortium of States (<http://www.v-tecs.org/>)
- Career Guide to Industries (<http://www.bls.gov/oco/cg/cgs034.htm>)
- Center on Wisconsin Strategy (<http://www.cows.org/>)
- Data Collection System DPI (<http://www.dpi.wi.gov/cte/veershome.html>)
- Data Collection System WTCS (<http://www.wtcsystem.edu/reports/data/index.htm>)
- Demographic Data DPI (<http://dpi.wi.gov/sig/dm-demographics.html>)
- Developing a Curriculum (DACUM) (<http://www.dacum.org/> and <http://www.trc.eku.edu>)
- Education for Employment (<http://dpi.wi.gov/cte/e4ehistory.html>)
- High Schools That Work (HSTW) ([http://www.sreb.org/page/1078/high\\_schools\\_that\\_work.html](http://www.sreb.org/page/1078/high_schools_that_work.html))
- Know How 2 Go Wisconsin <http://www.knowhow2gowisconsin.org/>
- Majors at Wisconsin Private Colleges (<http://waicu.org/upload/2010Guide/WebContent/MajorAreasofStudy.pdf>)
- Majors and Careers in the University of Wisconsin System ([http://uwhelp.wisconsin.edu/majors.asp?\\_utma=1.2026293947.1277264663.1277264663.1277264663.1&\\_utmb=1.3.10.1277264663&\\_utmc=1&\\_utmz=1.1277264663.1.1.utmcsr=search.mywebsearch.com|utmccn=\(referral\)|utmcmd=referral|utmct=/mywebsearch/GGmain.jhtml&\\_utmv=-&\\_utmk=188219816](http://uwhelp.wisconsin.edu/majors.asp?_utma=1.2026293947.1277264663.1277264663.1277264663.1&_utmb=1.3.10.1277264663&_utmc=1&_utmz=1.1277264663.1.1.utmcsr=search.mywebsearch.com|utmccn=(referral)|utmcmd=referral|utmct=/mywebsearch/GGmain.jhtml&_utmv=-&_utmk=188219816))
- Major Programs in Wisconsin Technical Colleges ([http://www.witechcolleges.org/Explore\\_Careers/career\\_programs.php](http://www.witechcolleges.org/Explore_Careers/career_programs.php))
- Making Sense of Data-Driven Decision Making in Education ([http://www.rand.org/pubs/occasional\\_papers/2006/RAND\\_OP170.pdf](http://www.rand.org/pubs/occasional_papers/2006/RAND_OP170.pdf))
- Model Academic Standards for School Counseling Programs (<http://dpi.wi.gov/sspw/scstudentstandards.html>)
- National Association of State Directors of Career and Technical Education Consortium (<http://www.careertech.org>)
- National Career Pathways Network (<http://www.cord.org/ncpn-index.cfm/>)
- National Center for Education Statistics (NCES) (<http://nces.ed.gov/pubs2002/cip2000/index.asp>)
- National Occupational Competency Testing Institute (NOCTI) (<http://www.nocti.org>)
- O\*Net (Occupational Information Network) (<http://www.onetonline.org/>)
- Perkins IV (<http://www.perkins4.org/>)
- RISE (Regional Industry Skills Education) <http://risepartnership.org/>
- Special Education Data (<http://dpi.wi.gov/sped/dm-speceddta.html>)
- States Career Clusters Initiative (SCCI) (<http://www.careerclusters.org/>)
- Staff, Teacher and Program Data (<http://dpi.wi.gov/sig/dm-stafftchr.html>)
- Sustaining School Improvement University of Wisconsin System (<http://www.wisconsin.edu/>)
- University of Wisconsin System Transfer Information System (<http://tis.uwsa.edu/index.html>)
- U.S. Department of Education - Office of Vocational and Adult Education (OVAE) (<http://www2.ed.gov/about/offices/list/ovae/index.html>)
- U.S. Department of Labor Occupational Outlook Handbook (<http://www.bls.gov/oco/>)
- WISCareers (<http://wiscareers.wisc.edu/Default.asp>)
- Wisconsin Association for Career and Technical Education (WACTE) ([www.wacteonline.org](http://www.wacteonline.org))
- Wisconsin Association for Leadership in Education and Work (WALEW) (<http://www.walew.org/>)
- Wisconsin Career Pathway Web Site (<http://www.wicareerPathways.org>)
- Wisconsin Comprehensive School Counseling Programs (<http://dpi.wi.gov/sspw/couns1.html>)

## Appendix

- Wisconsin Comprehensive School Counseling Model (WCSCM) (<http://dpi.wi.gov/sspw/scguidemodel.html>)
- Wisconsin Department of Workforce Development Labor Market Information (<http://worknet.wisconsin.gov/worknet/default.aspx>)
- Wisconsin DPI Agriculture and Natural Resources (<http://dpi.wi.gov/ag/index.html>)
- Wisconsin DPI Business and Information Technology (<http://dpi.wi.gov/bit/index.html>)
- Wisconsin DPI Family and Consumer Sciences Education (<http://dpi.wi.gov/bit/index.html>)
- Wisconsin DPI Health Science Education (<http://dpi.wi.gov/hs/index.html>)
- Wisconsin DPI Marketing, Management, and Entrepreneurship Education (<http://dpi.wi.gov/mmee/index.html>)
- Wisconsin DPI Technology and Engineering (<http://dpi.wi.gov/te/index.html>)
- Wisconsin Information Network for Successful Schools (<http://dpi.wi.gov/sig/index.html>)
- Wisconsin Private Colleges (<http://www.privatecolleges-wisc.org/>)
- Wisconsin School Performance Report (<http://dpi.wi.gov/spr/index.html>)
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## Appendix

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## ***Advanced Standing vs. Transcribed Credit Table***

***This table outlines the similarities and differences between the two types of articulation.***

<b>Terminology</b>	<b>Advanced Standing</b>	<b>Transcribed Credit</b>
<b>DEFINITIONS</b>	Advanced Standing may also be referred to as <ul style="list-style-type: none"> <li>• “credit in escrow” because the application of the credit is delayed until students enroll in a technical college program.</li> </ul>	Transcribed Credit may also be referred to as: <ul style="list-style-type: none"> <li>• “dual credit courses” as high schools also give credit.</li> <li>• “direct credit” because students are earning technical college credit directly from the technical college.</li> </ul>
<b>RELATIONSHIP BETWEEN HIGH SCHOOL AND TECHNICAL COLLEGE COURSES</b>	High school course(s) or competencies are determined to be equivalent or comparable to a technical college course. Agreements require a minimum of a 3.0 grade point on a 4.0 scale for students to earn credit. High school grading policies and standards are followed.	Technical college curriculum is taught to high school students. A variety of delivery methods may be used. Students earn both high school credit and technical college credit simultaneously. Technical college grading policies and standards established in the agreement are followed.
<b>TEACHER</b>	Course is taught by a high school teacher who holds a current DPI license in the related area of instruction.	Course is taught by a WTCS certified technical college instructor or a high school instructor who holds a current DPI license in a related area and has been granted WTCS articulation certification under Wisconsin Administrative Code TCS 3.03(9) (b).
<b>AWARDING CREDIT</b>	The student must meet all conditions of the articulation agreement in order to be eligible for advanced standing credit. Technical college credits are awarded, however, technical college grades are not given for these courses.	Upon successful completion of course, grades are posted to an official technical college transcript and tabulated in the student’s technical college GPA. Students earn technical college credit and high school credit simultaneously.

The link to this chart is located at:

<http://systemattic.wtcsystem.edu/Grants/Perkins-4/tech-prep/Advanced-Standing-vs-Transcribed-Credit.doc>

## Appendix

Terminology	Advanced Standing	Transcripted Credit
<b>DOCUMENTATION</b>	<p>The school district maintains the student’s transcript. Under DPI, PI 26 Education for Employment;</p> <p><i>The district must include specific information on pupil transcripts. This information includes the title of the course; the high school credits earned and whether those credits were earned through advanced standing, transcripted credit, or the advanced placement program; and the participating post-secondary institution, when appropriate.</i></p> <p>Technical colleges may opt to give a “certificate of eligibility” that specifies the course title, course number and credits for which advanced standing may be granted upon enrollment at a technical college.</p>	<p>The technical college maintains the student’s transcript for technical college course work. The school district maintains the student’s transcript including high school and technical college course work. Under DPI, PI 26 Education for Employment;</p> <p><i>The district must include specific information on pupil transcripts. This information includes the title of the course; the high school credits earned and whether those credits were earned through advanced standing, transcripted credit, or the advanced placement program; and the participating post-secondary institution, when appropriate.</i></p>
<b>DATA REPORTING</b>	School districts receiving Perkins funds are required to report current articulation in the Career and Technical Education Enrollment Reporting System (CTEERS).	The technical college reports the course in the WTCS Client Reporting System.
<b>AGREEMENT/COSTS</b>	Involves a written articulation agreement. No fees are charged to the student or school district.	Involves a written contractual agreement and cost-neutral arrangement between a school district and a technical college.
<b>TRANSFER TO ANOTHER WTCS TECHNICAL COLLEGE</b>	According to the Credit for Prior Learning policy (Educational Services Manual 12.10.5), technical college credit awarded for high school coursework covered by an articulation agreement at the originating technical college shall be accepted as credit toward completion of a comparable course or courses by the receiving technical college.	All courses taken for technical college credit appear on a student’s transcript and shall be transferrable to other technical colleges who have the same program.

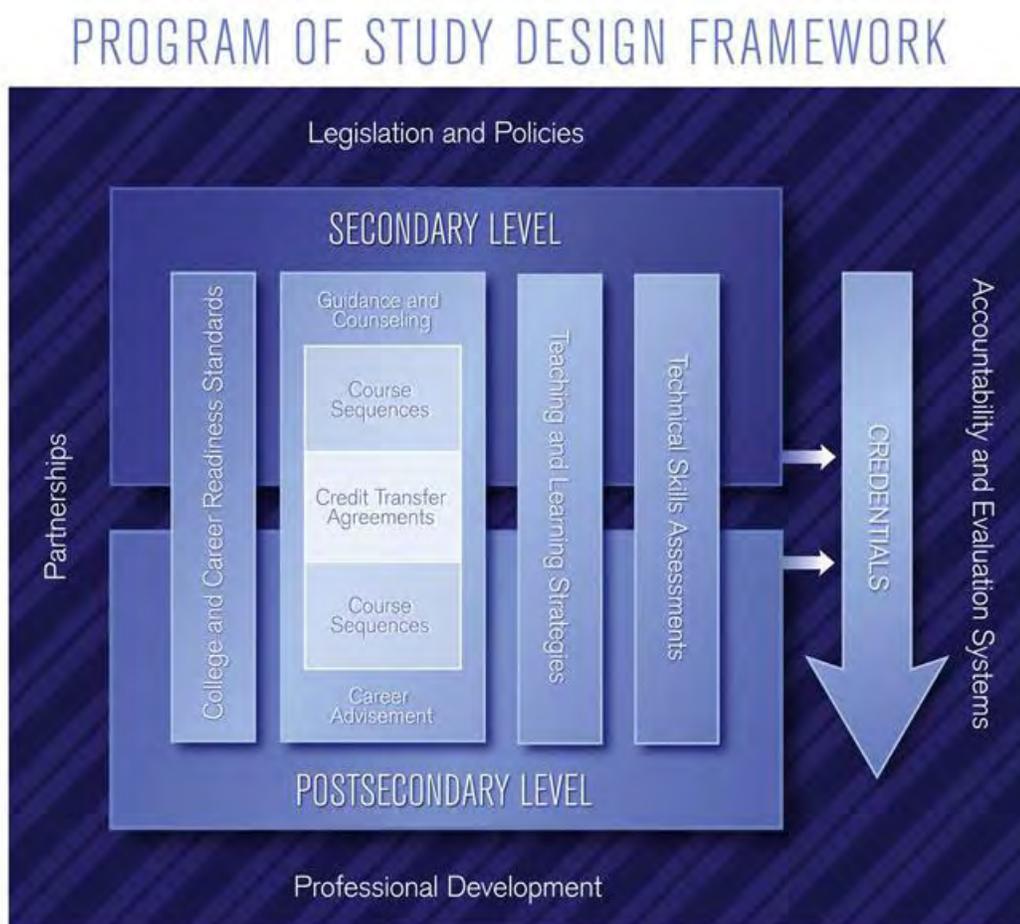
“General College Courses” are designed to prepare learners for the rigors of general education courses associated with WTCS Applied Associate Degrees. The courses, while offered at the 10 level, are tuition bearing and do appear on a student’s transcript are not a part of an applied associate degree program. Their primary purpose is to transition students from pre-college level into collegiate level general education. When building articulation agreements these courses should use Advanced Standing as the mechanism to acknowledge the students’ attainment of course competencies in General College Courses delivered at the High School level.



### ***OVAE Ten Components Model***

The *Ten Components* as adapted for Wisconsin from the Office of Vocational and Adult Education (OVAE), in collaboration with major national associations, organizations, and states. Following is a graphic of the OVAE model. The link is found at:

<http://cte.ed.gov/nationalinitiatives/rposdesignframework.cfm> .



***Template for Submitting Practical Examples, Models, and Artifacts for the Wisconsin Career Cluster and Pathway Framework Implementation Guide***

**Title:**

**Related to pages of the Guide:**

**Source\*:**

**Target Audience:**

**Description/Purpose:**

**Time Required:**

**Resources Needed:**

**Steps to Implement/Procedure:**

**Reflection/Evaluation:**

\*If the source is copyrighted, please provide copyright permission or the address to seek copyright permission.

Please send to: Sara Baird, Career Pathways Consultant, Department of Public Instruction, 125 S. Webster St, PO Box 7841, Madison WI 53703.



## Agenda 2017

We have embarked on education reforms to ensure every child graduates ready for further education and the workplace. These reforms build on our nation-leading graduation rates, college entrance exam scores, and more students taking rigorous college-level courses. On this foundation, we are implementing new standards and higher expectations for students and their schools.

Setting goals and enacting strong reforms aim to prepare all children to graduate ready for future success and technological innovation. Making this a reality means facing serious issues. *We must close graduation and achievement gaps; reduce the number of students who drop out of school; and fix the broken school finance system.* Tackling these difficult issues and investing in public education help build our workforce and middle class prosperity.

By 2017, we need to reach target goals that prepare our students for success in further education and career:

- ✓ Further increase graduation rate from 85.7 percent to 92 percent.
- ✓ Increase career and college readiness from 32 percent to 67 percent.
- ✓ Close graduation and career and college readiness gaps by 50 percent.
- ✓ Increase the percentage of students scoring proficient in third-grade reading and eighth-grade mathematics.
- ✓ Adopt the Fair Funding for Our Future plan to make school finance more equitable and transparent.

To achieve these goals and advance education for all students, we must focus around four simple, but powerful areas:

**Standards and Instruction:** *What and how should kids learn?*

**Assessments and Data Systems:** *How do we know if they learned it?*

**School and Educator Effectiveness:** *How do we ensure kids have highly effective teachers and schools?*

**School Finance Reform:** *How should we pay for schools?*

Public education in Wisconsin is one of our great economic and social strengths. This agenda provides direct actions to meet aggressive but achievable goals to improve student learning, promote safe and healthy school environments, and increase global competitiveness. Transforming our education system so that every child is a graduate ready for college and career will make a lasting impact and strengthen prosperity for all in Wisconsin.



**“Every child must graduate ready for further education and the workforce. We must align our efforts so all our students are prepared to succeed in college or a career.”**

**– State Superintendent Tony Evers**

## Standards and Instruction

- Implement *internationally benchmarked academic standards* to ensure students are globally competitive;
- Expand systems that promote *early interventions* in reading and mathematics, such as Response to Intervention and *early literacy screening in kindergarten*;
- Expand *innovative charter schools*;
- Use *digital learning to change and enhance instruction*; and
- Expand high school programs for *dual enrollment earning college credit* and *specific career skills* through industry certifications and youth apprenticeships.



## Assessments and Data Systems



- Change state assessment proficiency levels, to reflect the National Assessment of Educational Progress (NAEP), providing *higher expectations for students* that reflect career and college readiness;
- Implement an online, adaptive *next generation assessment* system that *gauges student progress throughout the year*, and provides real-time data to teachers and parents;
- *Measure student college and career readiness* from the end of middle school through high school using the EXPLORE/PLAN/ACT tests and WorkKeys; and
- Launch *statewide student information and data systems* that support districts, streamline operations, and expand research.

## School and Educator Effectiveness

- Replace broken No Child Left Behind requirements with a *new state accountability and support system* that includes all publicly funded schools, relies on multiple measures of student and school performance and growth, and focuses on college and career readiness;
- Replicate best practices from *high-performing schools* and provide direction, technical assistance, and support to *improve the lowest-performing schools*;
- Require Milwaukee Public Schools under corrective action to adopt a *uniform curriculum in reading and math*, implement *data-driven student intervention* systems, and ensure all *teachers are highly qualified*; and
- Advance a *fair and robust educator evaluation system* that incorporates student achievement data.



## School Finance Reform



- Guarantee a *minimum amount of state aid* for every student;
- Incorporate a *poverty factor* into the formula, accounting for families' ability to pay—not just property value;
- Establish *sustainability* in state funding, while strengthening rural, declining enrollment, and negatively aided districts; and
- Redirect the school levy tax credit directly into school aids, *increasing transparency* and state support for classroom learning.

## Impact and Cut-Point Analyses

Appendix 8 includes:

- Part 1: N-size Change Analysis
- Part 2: Explanation of Proficiency Rate Weighting
- Part 3: Impact Analysis of the High-Need Supergroup – Inclusion of Schools in Calculation
- Part 4: Defining the Absenteeism Threshold for Red Flags
- Part 5: Defining the Dropout Rate Threshold for Red Flags

### **Part 1: N-size Change Analysis**

#### *Changing Minimum N-Size*

In recognition of the importance of including as many students as possible, particularly those in high-need groups, the Department of Public Instruction (DPI) will make two significant changes to its accountability system. The first change is a reduction in the minimum n-size required for inclusion in accountability calculations from 40 to 20. An impact analysis of this change is provided below. (Note that for public reporting, a cell size of 10 is used.) The Figure below shows the number and percent of schools and students included in AYP calculations and proposed cell sizes.

**Number and Percent of Schools and Students Included in AYP Calculations, Current Cell Size  
versus Proposed Cell Size, 2010-11 School Year**

	Number of Schools	% of Schools Included in Accountability	Number of Students	% of Students Included
	<b>All Students</b>			
<b>Current Cell Sizes*</b>	1,912	90.7%	373,369	99.9%
<b>Cell Size 20</b>	1,877	89.1%	372,853	99.8%
	<b>American Indian</b>			
<b>Current Cell Sizes</b>	21	1.0%	1,622	28.4%
<b>Cell Size 20</b>	46	2.2%	2,338	41.0%
	<b>Asian/Pacific Islander</b>			
<b>Current Cell Sizes</b>	73	3.5%	4,566	31.9%
<b>Cell Size 20</b>	212	10.1%	8,323	58.1%
	<b>Black</b>			
<b>Current Cell Sizes</b>	194	9.2%	22,023	69.1%
<b>Cell Size 20</b>	330	15.7%	25,767	80.9%
	<b>Hispanic</b>			
<b>Current Cell Sizes</b>	199	9.4%	19,103	59.0%
<b>Cell Size 20</b>	402	19.1%	24,585	75.9%
	<b>White</b>			
<b>Current Cell Sizes</b>	1,611	76.5%	283,585	98.0%
<b>Cell Size 20</b>	1,754	83.2%	287,984	99.5%
	<b>LEP</b>			
<b>Current Cell Sizes</b>	139	6.6%	10,927	51.5%
<b>Cell Size 20</b>	274	13.0%	14,792	69.7%
	<b>SwD</b>			
<b>Current Cell Sizes</b>	313	14.9%	19,313	41.9%
<b>Cell Size 20</b>	912	43.3%	35,590	77.1%
	<b>Economic Disadvantaged</b>			
<b>Current Cell Sizes</b>	1,184	56.2%	123,838	88.7%
<b>Cell Size 20</b>	1,596	75.7%	135,744	97.2%

\*The current cell size for the "All Students" group is 10, while the current cell size for all other subgroups is 40. As a result, the proposed cell size of 20 causes a **decrease** in the number of schools and students identified for the "All Students" group, and an **increase** in all other subgroups.

**Part 2: Explanation of Proficiency Rate Weighting**

Consider a hypothetical school with the following information:

	Number Enrolled Math	Number Enrolled Reading	Point-Based Proficiency Index: Mathematics	Point-Based Proficiency Index: Reading
Current Year	75	75	83%	90%
Prior Year	82	82	75%	79%
Two Years Prior	90	90	86%	85%

To calculate the weighted proficiency rate for this school in the current year's accountability calculations, DPI takes the following steps *for both Mathematics and Reading separately*:

Step 1) Calculate the total number of students enrolled<sup>1</sup> in all 3 years:

$$\text{Total Enrolled} = 75 + 82 + 90$$

$$\text{Total Enrolled} = 247$$

Step 2) Calculate the average enrolled per year:

$$\text{Average Enrolled} = \text{Total Enrolled} / \text{Number of Years of Data}$$

$$\text{Average Enrolled} = 247 / 3$$

$$\text{Average Enrolled} = 82.33$$

Step 3) Derive the weight to be given each year of data based on the number of students enrolled in each year:

$$\text{Year Weight} = \text{Year Enrolled} / \text{Average Enrolled}$$

$$\text{Current Year Weight} = 75 / 82.33 = 0.911$$

$$\text{Prior Year Weight} = 82 / 82.33 = 0.996$$

$$\text{Two Years Prior Weight} = 90 / 82.33 = 1.093$$

<sup>1</sup> Wisconsin's accountability index uses the number **enrolled** rather than the number **tested** in all proficiency calculations. Although Wisconsin's test participation rate is very high, this method gives schools an incentive to test as many students as possible, and holds schools to higher standards of accountability.

Step 4) Apply the weights derived in Step 3 to the Mathematics and Reading proficiency rates by multiplying the percent proficient in each year by the derived weights:

	Number Enrolled	Point-Based Proficiency Index: Mathematics	Point-Based Proficiency Index: Reading	Weights based on Number Enrolled	Adjusted Point-Based Proficiency Index: Mathematics	Adjusted Point-Based Proficiency Index: Reading
Current Year	75	0.83	0.90	0.911	0.756	0.820
Prior Year	82	0.75	0.79	0.996	0.747	0.787
Two Years Prior	90	0.86	0.85	1.093	0.940	0.929

Step 5) Multiply the current year adjusted percent proficient in mathematics and reading by 1.5, the prior year by 1.25, and two years prior by 1.0:

	Number Enrolled	Adjusted Point-Based Proficiency Index: Mathematics	Adjusted Point-Based Proficiency Index: Reading	Weights based on Year	Re-Adjusted Point-Based Proficiency Index: Mathematics	Re-Adjusted Point-Based Proficiency Index: Reading
Current Year	75	0.756	0.820	1.5	1.134	1.230
Prior Year	82	0.747	0.787	1.25	0.934	0.984
Two Years Prior	90	0.940	0.929	1.0	0.940	0.929

Step 6) Sum the re-adjusted percent proficient in mathematics and reading:

	Number Enrolled	Adjusted Point-Based Proficiency Index: Mathematics	Adjusted Point-Based Proficiency Index: Reading	Weights based on Year	Re-Adjusted Point-Based Proficiency Index: Mathematics	Re-Adjusted Point-Based Proficiency Index: Reading
Current Year	75	0.756	0.820	1.5	1.134	1.230
Prior Year	82	0.747	0.787	1.25	0.934	0.984
Two Years Prior	90	0.940	0.929	1.0	0.940	0.929
				Sum:	3.008	3.143

Step 7) Divide the sums by 3.75. The divisor is 3.75 because this school has three years of data. The divisor would be 2.5 if the school had only two years of data, and 1.0 if the school had only one year of data. The vast majority of Wisconsin's schools have three years of data.

Appendix 8 - Impact Analysis

	Number Enrolled	Adjusted Point-Based Proficiency Index: Mathematics	Adjusted Point-Based Proficiency Index: Reading	Weights based on Year	Re-Adjusted Point-Based Proficiency Index: Mathematics	Re-Adjusted Point-Based Proficiency Index: Reading
Current Year	75	0.756	0.820	1.5	1.134	1.230
Prior Year	82	0.747	0.787	1.25	0.934	0.984
Two Years Prior	90	0.940	0.929	1.0	0.940	0.929
				Sum:	3.008	3.143
				Divisor:	3.75	3.75
				Final Weighted Proficiency Rate	<b>0.802</b>	<b>0.838</b>

### **Part 3: Impact Analysis of High-Need Supergroup – Inclusion of Schools in Calculation**

#### *High-Need Subgroup Analysis*

Wisconsin is comprised of many small school districts. Over 90% of Wisconsin’s districts enroll fewer than 5,000 students. In many of these districts, subgroup populations are below even the proposed new minimum group size of 20 required for inclusion in accountability calculations. In order to ensure more schools have an opportunity to receive performance calculations, DPI will create a “high-need” subgroup to factor into the Accountability Index. The high-need subgroup combines at least two of the following groups in instances in which the individual group does not meet cell size, but the combined group does: students with disabilities, English learners, and economically disadvantaged subgroups. The combined subgroup is used as recognition of the need to closely monitor the performance of these traditionally high need student populations. Impact analyses of using the high-need subgroup in two areas of the accountability index are included below.

#### **Effects of High Need Subgroup on the Number of Schools Included in Index Gap Calculations**

Gap Measure	# Schools Included <i>Without</i> Supergroup	# Schools Included <i>With</i> Supergroup	Net Change in # Schools Included in Index Calculations
Achievement Gap	1,478	1,581	+103
Graduation Gap	374	411	+37

### **Part 4: Defining the Absenteeism Threshold for Red Flags**

This portion of the Appendix demonstrates the methodology for calculating the Absenteeism Red Flag.

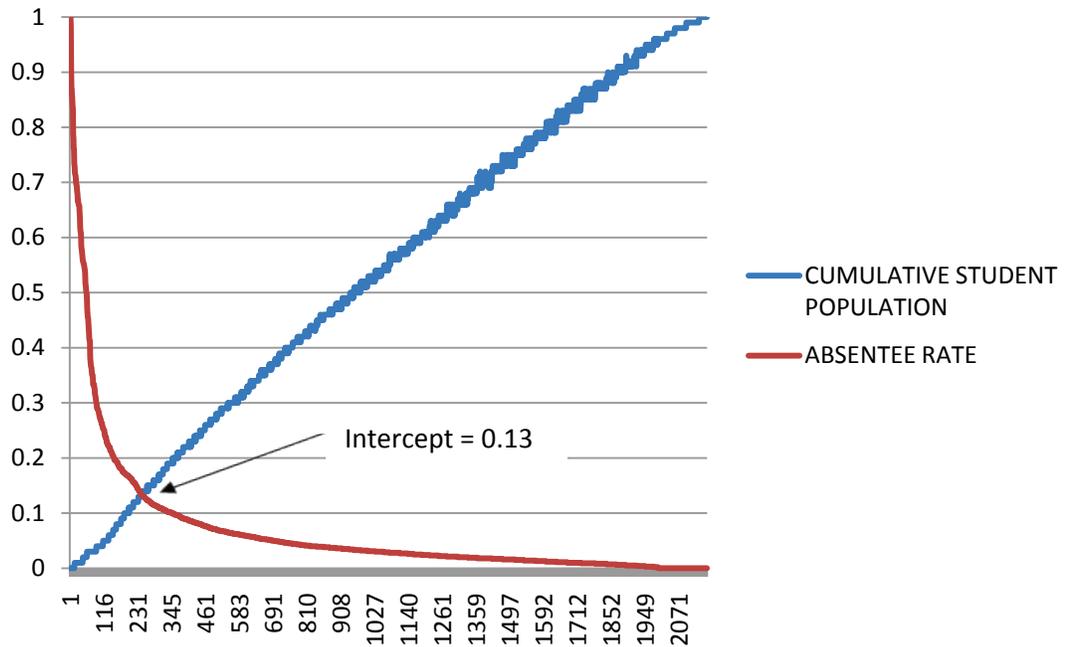
#### **Process for defining the absenteeism threshold for receiving a red flag:**

- 1) Calculate each school’s absenteeism rate. The absenteeism rate is defined as the percent of a school’s students that are habitually absent. For an explanation of how a student is deemed to be habitually absent, see the section below entitled “Process for Defining Habitual Absenteeism in Students.”
- 2) Arrange schools in order of their absenteeism rate from highest to lowest.
- 3) Calculate the cumulative student population in each school, starting with the school with the highest absenteeism rate and proceeding down the list. To find the cumulative student population, each school’s student population is added to a running total beginning with the first school (the school with the highest absenteeism rate) and proceeding down the list. For each school, the running total is

then divided by the total number of students in all schools, thereby deriving the cumulative student population.

- 4) Plot each school's absenteeism rate and cumulative population as a function of the number of schools. In Figure 6 below, the X-axis represents the number of schools being included in the calculations. The Y-axis represents the absenteeism rate and also the cumulative student population density.

**Figure 6: Absenteeism Rate Threshold**



- 5) The absenteeism rate threshold is defined as the point at which the two lines cross in Figure 6. This is a logical point at which to define the threshold, as any school to the left of this point (and thus with an absenteeism rate higher than 13%) is one of the schools contributing most to Wisconsin's overall absenteeism rate. Any school with an absenteeism rate greater than or equal to the threshold is given a red flag.

### Process for Defining Habitual Absenteeism in Students:

The Absenteeism Flag is a new, dynamic, high-leverage indicator that will be used in Wisconsin's new accountability system. In order to establish the parameters of this new indicator in a systematic, data-driven way, DPI took the following steps to ensure that this new indicator is directly tied to improving student outcomes:

- 1) Calculate each student's attendance rate for the **prior** year.
- 2) Calculate percentiles for student attendance rates.
- 3) Separate students into "bins" based on their percentile attendance rate:
  - a. The first bin holds students in the bottom 5<sup>th</sup> percentile of attendance;
  - b. The second bin holds students in the 6<sup>th</sup> to 10<sup>th</sup> percentile of attendance;

- c. Etc.
- d. The 20<sup>th</sup> bin holds students in the 95<sup>th</sup> to 99<sup>th</sup> percentile of attendance.
- 4) Calculate the average proficiency rate of students in each bin for the current year.
- 5) Plot the bins against their average proficiency rates (Figure 7).

**Figure 7: Average Mathematics Proficiency Rate by Bin**

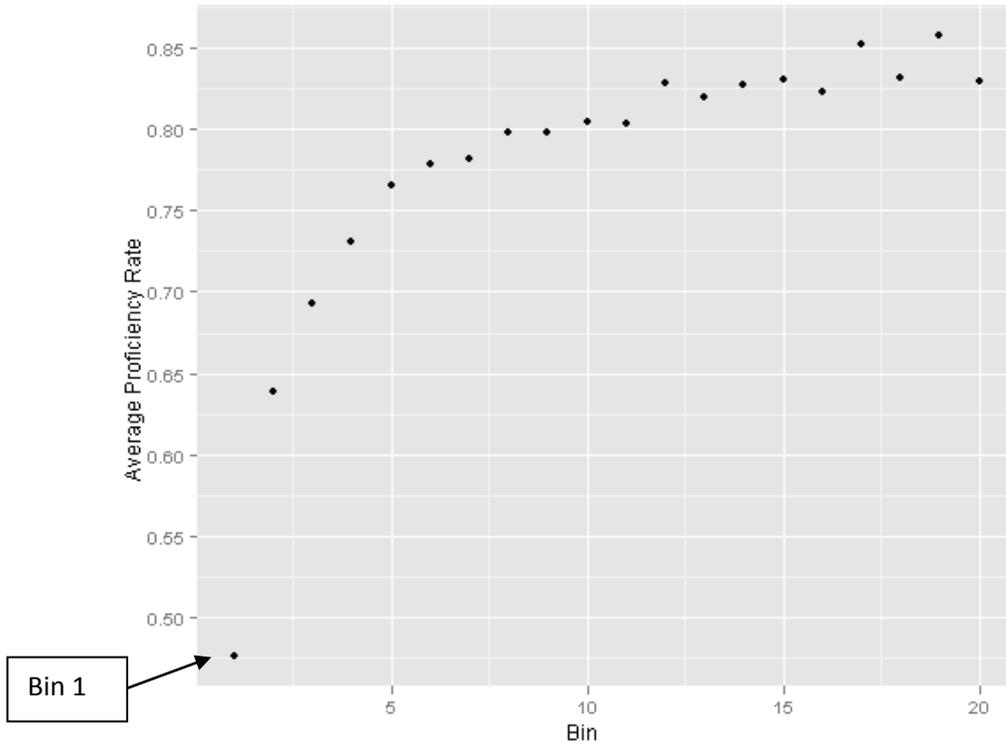


Figure 7 shows a strong correlation between attendance and proficiency, particularly in the bottom percentile bin. There is a very large drop-off in Mathematics proficiency when a student is in the bottom 5% of attendance (these students are in Bin 1 on Figure 7). Correlations are similar for reading performance (results not shown).

Based on information provided in Figure 7, the Absenteeism Threshold is set to equal the attendance threshold of Bin One (Figure 8).

**Figure 8: Attendance Rate Threshold by Bin**

Bin	1	2	3	4	5	6	7	8	9	10
Attendance Percentile	1-5	6-10	11-15	16-20	21-25	26-30	31-35	36-40	41-45	46-50
Attendance Threshold	<b>&lt;86.4%</b>	86.4%	90.2%	92.0%	93.2%	94.1%	94.7%	95.4%	95.8%	96.3%

Bin	11	12	13	14	15	16	17	18	19	20
Attendance Percentile	51-55	56-60	61-65	66-70	71-75	76-80	81-85	86-90	91-95	96-99
Attendance Threshold	96.7%	97.2%	97.5%	97.8%	98.3%	98.4%	98.9%	99.2%	99.4%	100%

Any student with an attendance rate of less than 86.4% will be flagged as habitually absent.

**Figure 9: Absenteeism Red Flag Impact Data**

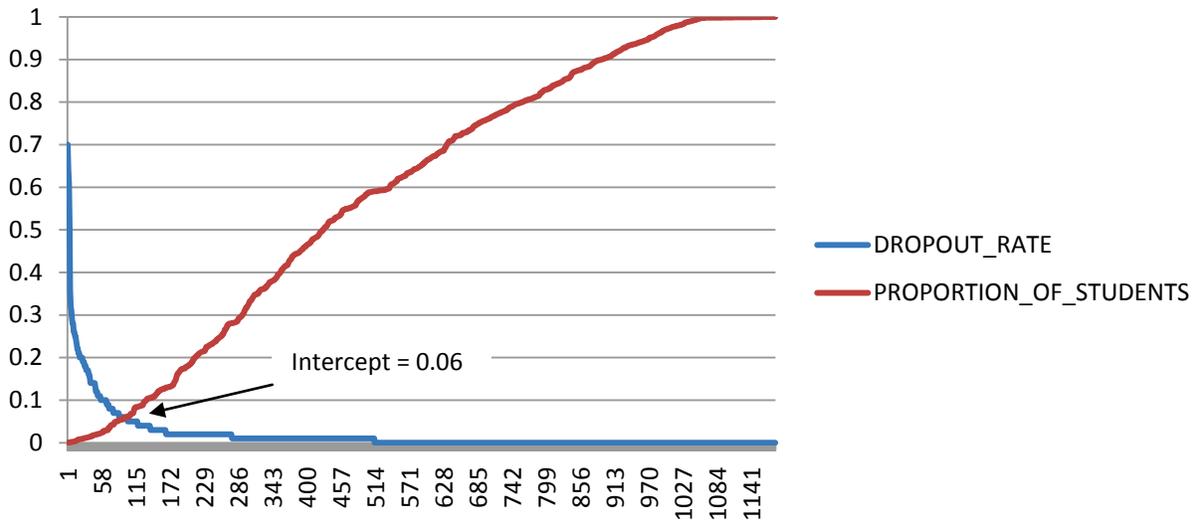
Number of Schools with Eligible Grades in 2011	Number of Schools Potentially Flagged in 2011	Percent of Schools Potentially Flagged in 2011
2,167	234	10.8%

**Part 5: Defining the Dropout Rate Threshold for Red Flags**

**Process for defining the dropout rate threshold for receiving a red flag:**

- 1) Calculate each school’s dropout rate.
- 2) Arrange schools in order of their dropout rate from highest to lowest.
- 3) Calculate the cumulative student population in each school, starting with the school with the highest dropout rate and proceeding down the list. To find the cumulative student population, each school’s student population is added to a running total beginning with the first school (the school with the highest dropout rate) and proceeding down the list. For each school, the running total is then divided by the total number of students in all schools with students in eligible grades (7-12), thereby deriving the cumulative student population.
- 4) Plot each school’s dropout rate and cumulative population as a function of the number of schools. In Figure 10 below, the X axis represents the number of schools being included in the calculations. The Y-axis represents the dropout rate and also the cumulative student population density.
- 5) The dropout rate threshold is defined as the point at which the two lines cross.
- 6) Any school with a dropout rate greater than or equal to the threshold is flagged.

**Figure 10: Dropout Rate vs. Cumulative Student Population Density**



**Figure 11: Dropout Rate Red Flag Impact Data**

Number of Schools with Eligible Grades in 2011	Number of Schools Potentially Flagged in 2011	Percent of Schools Potentially Flagged in 2011
1,181	100	8.5%



## Pine Creek Elementary | Pine Creek District

### School Report Card | 2011-12 | Table of Contents

#### Table of Contents

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#### Notes on this School Accountability Report Card

- The data presented in this report card are for public, state and federal accountability purposes.
- Student performance on the Wisconsin Student Assessment System (WSAS) is the foundation of this report. WSAS data includes both Wisconsin Knowledge and Concepts Exam (WKCE) and Wisconsin Alternate Assessment for Students with Disabilities (WAA-SwD).
- Starting in 2011-12, schools are held to a higher proficiency benchmark by aligning the cut scores of the WKCE to those of the National Assessment of Educational Progress (NAEP). These higher cut scores have been retroactively applied to show trends. The higher cut scores only apply to WKCE Reading and Mathematics scores at this time.
- Comparisons to other reports are not appropriate because the retroactive adjustment to align WKCE results with NAEP means that the count and percent of students scoring at each performance level will not agree. State data to compare against the results in this report card is available here: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink).
- Some supplemental data that are not used for accountability expectations are presented for informational purposes in order to provide context. Additional data on student performance are available here: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink).
- To protect student privacy, data for groups of fewer than 20 students are replaced by asterisks.
- NA is used throughout when data are Not Applicable. For example, if a school does not graduate students then graduation data will be NA.
- The analytical processes used in this report card are described in the Technical Manual, which can be accessed in SAFE ([dpi.wi.gov/sig/index.html](http://dpi.wi.gov/sig/index.html)), along with Interpretive Guides.
- In the future, the school report card will be web-based and will allow readers to click on features for more supplementary data.
- The Wisconsin Department of Public Instruction is collecting feedback on these preliminary report cards. Please complete the survey: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink).

#### Wisconsin Department of Public Instruction | [dpi.wi.gov](http://dpi.wi.gov)

Public schools and private schools participating in a Parental Choice Program operate under different structures.  
Report cards for different types of schools should not be directly compared.



# Pine Creek Elementary | Pine Creek District

## School Report Card | 2011-12 | Summary

### Accountability Determination



### Rating Category

Rating Category	Score
Significantly Exceeds Expectations	00-100.0
Exceeds Expectations	00-00.0
Meets Expectations	00-00.0
Meets Few Expectations	00-00.0
Fails to Meet Expectations	0-00.0

#### Priority Areas

#### Student Achievement

	School Score	Max Score	State Score
<b>Student Achievement</b>	<b>/100</b>		
Reading Achievement	/50		
Mathematics Achievement	/50		

#### Student Growth

<b>Student Growth</b>	<b>/100</b>		
Reading Growth	/50		
Mathematics Growth	/50		

#### Closing Gaps

<b>Closing Gaps</b>	<b>/100</b>		
Reading Achievement Gaps	/50		
Mathematics Achievement Gaps	/50		
Graduation Rate Gaps	/NA		

#### On-Track and Postsecondary Readiness

<b>On-Track and Postsecondary Readiness</b>	<b>/ 100</b>		
Graduation Rate (when available)	/NA		
Attendance Rate (when graduation not available)	/80		
3rd Grade Reading Achievement	/20		
8th Grade Mathematics Achievement	/NA		
ACT Participation and Performance	/NA		

#### Accountability Expectations

Expectation	Score
Test Participation Lowest Group Rate	Expectation Met (0)
Absenteeism Rate	Expectation Met (0)
Dropout Rate	Expectation Met (0)

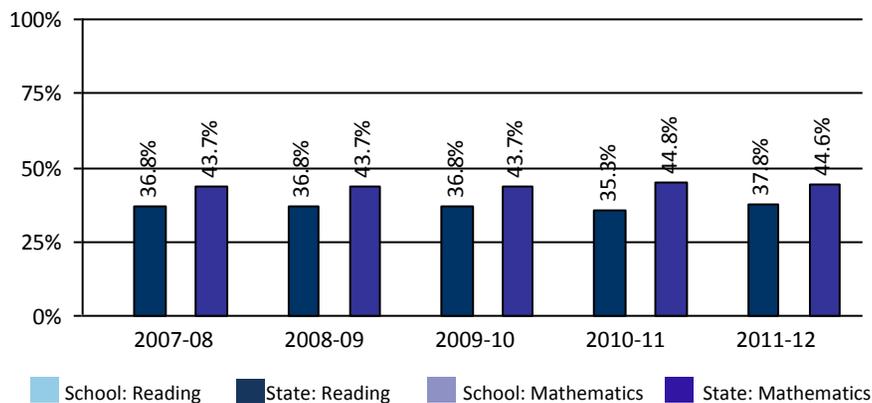
**Note:** Overall Accountability Score is an average of priority area scores, minus Accountability Expectation deductions. The average is weighted differently for schools that cannot be measured with all priority area scores, to ensure that Overall Index Scores can be compared fairly for all schools. Details can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)

### School Information

Grades	KG-5
School Type	Public Elementary School
Enrollment	312
<i>Race/Ethnicity</i>	
American Indian or Alaskan Native	0.7%
Asian or Pacific Islander	4.2%
Black not Hispanic	31.8%
Hispanic	4.6%
White not Hispanic	57.7%
<i>Student Groups</i>	
Students with Disabilities	8.8%
Economically Disadvantaged	32.3%
Limited English Proficient	0.8%

### WSAS Percent Proficient and Advanced

(NAEP-based cut scores)





**Pine Creek Elementary | Pine Creek District**  
 School Report Card | 2011-12 | Student Achievement

**Student Achievement**

**Total Score: /**

**Reading Achievement Score: /**

Performance Level	Points Multiplier	2009-10			2010-11			2011-12		
		Students		Points	Students		Points	Students		Points
		Count	Percent		Count	Percent		Count	Percent	
Advanced										
Proficient										
Basic										
Minimal Performance/ Not Tested										
Total Enrolled	-									

**Mathematics Achievement Score: /**

Performance Level	Points Multiplier	2009-10			2010-11			2011-12		
		Students		Points	Students		Points	Students		Points
		Count	Percent		Count	Percent		Count	Percent	
Advanced										
Proficient										
Basic										
Minimal Performance/ Not Tested										
Total Enrolled	-									

**Notes**

- Details on student achievement calculations can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)
- Student achievement is based on Wisconsin Student Assessment System (WSAS) results for full academic year (FAY) students.
- This report shows student performance in mathematics and reading in English; it does not include academic performance in languages other than English.
- Points displayed in the tables above are weighted so that higher performance levels, larger numbers of students, and more recent years contribute more.
- Performance levels have been retroactively adjusted to align WKCE results with National Assessment of Educational Progress (NAEP). Count and percent of students scoring at each performance level will not agree with previously reported results.



# Pine Creek Elementary | Pine Creek District

## School Report Card | 2011-12 | Student Achievement

### Student Achievement

### Supplemental Data

Group performance is provided for informational purposes only and is not used to determine the Student Achievement scores used in the accountability index.

#### Reading Supplemental Data

Group	2009-10					2010-11					2011-12				
	Total Enrolled	Percent Advanced	Percent Proficient	Percent Basic	Percent Minimal Performance	Total Enrolled	Percent Advanced	Percent Proficient	Percent Basic	Percent Minimal Performance	Total Enrolled	Percent Advanced	Percent Proficient	Percent Basic	Percent Minimal Performance
All Students: State															
All Students: School															
American Indian or Alaskan Native															
Asian or Pacific Islander															
Black not Hispanic															
Hispanic															
White not Hispanic															
Students with Disabilities															
Economically Disadvantaged															
Limited English Proficient															

#### Mathematics Supplemental Data

Group	2009-10					2010-11					2011-12				
	Total Enrolled	Percent Advanced	Percent Proficient	Percent Basic	Percent Minimal Performance	Total Enrolled	Percent Advanced	Percent Proficient	Percent Basic	Percent Minimal Performance	Total Enrolled	Percent Advanced	Percent Proficient	Percent Basic	Percent Minimal Performance
All Students: State															
All Students: School															
American Indian or Alaskan Native															
Asian or Pacific Islander															
Black not Hispanic															
Hispanic															
White not Hispanic															
Students with Disabilities															
Economically Disadvantaged															
Limited English Proficient															

**Notes**

- Performance levels have been retroactively adjusted to align WKCE results with National Assessment of Educational Progress (NAEP). Count and percent of students scoring at each performance level will not agree with previously reported results.



## Pine Creek Elementary | Pine Creek District

### School Report Card | 2011-12 | Student Growth

## Student Growth

**Total Score: /**

**Growing Toward a Higher Level:**

The bold/green cells show the count and percent of students who are on a trajectory to gain at least one performance level over the next three years. These students result in a higher Student Growth score for the school. Students maintaining the advanced level also result in a higher score.

**Declining Below Proficient:**

The italicized/red cells show the count and percent of students who are on a trajectory to decline to the Minimal Performance or Basic level within the next year. These students result in a lower Student Growth score for the school.

**Notes:**

- Details on student achievement calculations can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)
- Student growth is calculated separately for reading and mathematics.
- Student growth can only be calculated for students who take the Wisconsin Knowledge and Concepts Examination (WKCE) in two consecutive years.
- Student growth does not include students who take the Wisconsin Alternate Assessment for Students with Disabilities (WAA-SwD) because that assessment does not allow for similar growth calculations.
- Performance levels have been retroactively adjusted to align WKCE results with National Assessment of Educational Progress (NAEP). Count and percent of students scoring at each performance level will not agree with previously reported results.

**Reading Growth Score: /**

Reading Growth Score is based on the students tested in fall 2010 with data for growth to fall 2011.

Count and Percent of Students Growing or Declining in Performance Level

Starting Level		Three-Year Growth/Decline Trajectory			
		Min Perf	Basic	Proficient	Advanced
<b>Minimal Performance</b>					
<b>Basic</b>					
<b>Proficient</b>					
<b>Advanced</b>					

**Mathematics Growth Score: /**

Mathematics Growth Score is based on the students tested in fall 2010 with data for growth to fall 2011.

Count and Percent of Students Growing or Declining in Performance Level

Starting Level		Three-Year Growth/Decline Trajectory			
		Min Perf	Basic	Proficient	Advanced
<b>Minimal Performance</b>					
<b>Basic</b>					
<b>Proficient</b>					
<b>Advanced</b>					



## Pine Creek Elementary | Pine Creek District

### School Report Card | 2011-12 | Student Growth

## Student Growth

## Supplemental Data

### Student Growth Supplemental Data

Group performance is provided for informational purposes only and is not used to determine the Student Growth scores used in the accountability index.

Group	Reading					Mathematics				
	Students with Growth Data	Growing Toward Higher Level		Declining Below Proficient		Students with Growth Data	Growing Toward Higher Level		Declining Below Proficient	
	Count	Count	Percent	Count	Percent	Count	Count	Percent	Count	Percent
All Students: State										
All Students: School										
American Indian or Alaskan Native										
Asian or Pacific Islander										
Black not Hispanic										
Hispanic										
White not Hispanic										
Students with Disabilities										
Economically Disadvantaged										
Limited English Proficient										

#### Notes

- Data in this table are based on students tested in fall 2010 with data for growth to fall 2011.
- “Growing Toward Higher Level” means students starting below Advanced and growing on a trajectory toward a higher level over the next three years. They are represented in the bold/green cells in the tables on pages four and five.
- “Declining Below Proficient” means students starting at or above Proficient and on a trajectory to decline below Proficient within the next year. They are represented in the italicized/red cells in the tables on pages four and five.



# Pine Creek Elementary | Pine Creek District

## School Report Card | 2011-12 | Closing Gaps

### Closing Gaps

**Total Score: /**

#### Closing Achievement Gaps - Reading | Score: /

Group	2010-11				Change	Comparison Group				Gap	
	2010-11		2011-12			2010-11		2011-12		2010-11	2011-12
	Students	Achievement Points	Students	Achievement Points		Students	Achievement Points	Students	Achievement Points		
American Indian or Alaskan Native						White not Hispanic					
Asian or Pacific Islander						White not Hispanic					
Black not Hispanic						White not Hispanic					
Hispanic						White not Hispanic					
Students with Disabilities						Students without Disabilities					
Economically Disadvantaged						Not Economically Disadvantaged					
Limited English Proficient						English Proficient					
"All 3" Supergroup						Not in "All 3" Supergroup					
"SwD-ECD" Supergroup						Not in "SwD-ECD" Supergroup					
"SwD-LEP" Supergroup						Not in "SwD-LEP" Supergroup					
"ECD-LEP" Supergroup						Not in "ECD-LEP" Supergroup					

#### Closing Achievement Gaps - Mathematics | Score: /

Group	2010-11				Change	Comparison Group				Gap	
	2010-11		2011-12			2010-11		2011-12		2010-11	2011-12
	Students	Achievement Points	Students	Achievement Points		Students	Achievement Points	Students	Achievement Points		
American Indian or Alaskan Native						White not Hispanic					
Asian or Pacific Islander						White not Hispanic					
Black not Hispanic						White not Hispanic					
Hispanic						White not Hispanic					
Students with Disabilities						Students without Disabilities					
Economically Disadvantaged						Not Economically Disadvantaged					
Limited English Proficient						English Proficient					
"All 3" Supergroup						Not in "All 3" Supergroup					
"SwD-ECD" Supergroup						Not in "SwD-ECD" Supergroup					
"SwD-LEP" Supergroup						Not in "SwD-LEP" Supergroup					
"ECD-LEP" Supergroup						Not in "ECD-LEP" Supergroup					

**Notes**

- Details on closing gaps calculations can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)
- "Students" is the average number of enrolled students over a three-year period ending in the indicated year.
- "Achievement Points" is the number of points a group would earn if it had a score calculated in the same way as Achievement, detailed on page two, which uses three years of data. Scores are weighted by enrollment, and more recent years contribute more heavily to a score.
- See "About Supergroups" on page seven for a definition and descriptions of supergroups.
- Change and gap values may differ slightly from values calculated by subtracting within the table due to rounding.



## Pine Creek Elementary | Pine Creek District

### School Report Card | 2011-12 | Closing Gaps

## Closing Gaps

## Total Score: /

### Closing Graduation Gaps | Score: /

Group					Comparison Group					Gap	
2009-10		2010-11		Change	2009-10		2010-11		Change	2010-11	2011-12
Students	Graduation Rate	Students	Graduation Rate		Students	Graduation Rate	Students	Graduation Rate			
American Indian or Alaskan Native					White not Hispanic						
Asian or Pacific Islander					White not Hispanic						
Black not Hispanic					White not Hispanic						
Hispanic					White not Hispanic						
Students with Disabilities					Students without Disabilities						
Economically Disadvantaged					Not Economically Disadvantaged						
Limited English Proficient					English Proficient						
"All 3" Supergroup					Not in "All 3" Supergroup						
"SwD-ECD" Supergroup					Not in "SwD-ECD" Supergroup						
"SwD-LEP" Supergroup					Not in "SwD-LEP" Supergroup						
"ECD-LEP" Supergroup					Not in "ECD-LEP" Supergroup						

#### Notes

- Closing Graduation Gaps is based on the four-year cohort graduation rate only. In the future Closing Graduation Gaps will be based on both four-year and six-year cohort graduation rate when six-year graduation rate becomes available.
- Closing Graduation Gaps is based on graduation data from the prior year because current year data is not yet available. For example, 2011-12 report cards use 2009-10 and 2010-11 graduation data.
- "Students" is the number of students in the four-year graduation cohort.
- "Graduation Rate" is the four-year cohort graduation rate.

#### About Supergroups

Supergroups are a way to look at closing gaps among groups of students that would ordinarily be too small to include.

A supergroup is made up of all the students that belong to any of the groups in the supergroup:

- "All 3" Supergroup: Includes students with disabilities and/or economically disadvantaged and/or limited English proficient students.
- "SwD-ECD" Supergroup: Includes students with disabilities and/or economically disadvantaged students.
- "SwD-LEP" Supergroup: Includes students with disabilities and/or limited English proficient students.
- "ECD-LEP" Supergroup: Includes economically disadvantaged and/or limited English proficient students.

A supergroup is used to evaluate Closing Gaps only when there are less than 20 students in each of the individual groups within the supergroup, but more than 20 students in the supergroup. For example, if a school had less than 20 students with disabilities and less than 20 economically disadvantaged students, but more than 20 students when those groups are combined, the "SwD-ECD" supergroup would be used to evaluate Closing Gaps.



**Pine Creek Elementary | Pine Creek District**  
 School Report Card | | On-Track and Postsecondary Readiness

**On-Track and Postsecondary Readiness**

**Total Score: /**

**2010-11 Attendance Score: /**

Group	Enrollment	Attended Days	Possible Days	Rate
All Students				

**2010-11 Graduation Score: /**

Group	Four-Year Cohort Graduation Rate			Five-Year Cohort Graduation Rate		
	Students in Cohort	Graduates	Rate	Students in Cohort	Graduates	Rate
All Students						

**2010-11 ACT Participation and Performance Score: /**

Group	Enrolled		Tested		Reading		English		Mathematics		Science	
	Students	Students	Percent	Students	Percent	Students	Percent	Students	Percent	Students	Percent	
12th Graders												

**Notes**

- Details on On-Track and Postsecondary Readiness calculations can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)
- Schools that graduate students earn a Graduation Score. Schools that do not graduate students (elementary, middle) earn an Attendance Score.
- Only schools with a 12th grade will earn an ACT Participation and Performance score.
- Expected maximum dropout rate and expected maximum absenteeism rate were set based on an analysis of recent statewide data that determined a cut point to focus on schools contributing heavily to lowering Wisconsin’s overall performance.
- ACT Reading, English, Mathematics, and Science counts and percents are those students that met ACT college readiness benchmarks.



**Pine Creek Elementary | Pine Creek District**  
 School Report Card | | On-Track and Postsecondary Readiness

**On-Track and Postsecondary Readiness**

**Total Score: /**

**2011-12 3rd Grade Reading Achievement Score: /**

Performance Level	Points Multiplier	2009-10			2010-11			2011-12		
		Students		Points	Students		Points	Students		Points
		Count	Percent		Count	Percent		Count	Percent	
Advanced										
Proficient										
Basic	0.5									
Minimal Performance/ Not Tested	0									
Total Enrolled	-									

**2011-12 8th Grade Mathematics Achievement Score: /**

Performance Level	Points Multiplier	2009-10			2010-11			2011-12		
		Students		Points	Students		Points	Students		Points
		Count	Percent		Count	Percent		Count	Percent	
Advanced										
Proficient										
Basic	0.5									
Minimal Performance/ Not Tested	0									
Total Enrolled	-									

**Notes**

- Details on On-Track and Postsecondary Readiness calculations can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)
- 3rd Grade Reading and 8th Grade Mathematics Scores are determined in the same way as for Student Achievement on page two except that if there are fewer than 20 students in the most recent year then the most recent two years of data are combined so that the cell size requirement is met.
- Student achievement is based on Wisconsin Student Assessment System (WSAS) results for full academic year (FAY) students.
- Points displayed in the tables above are weighted so that higher performance levels, larger numbers of students, and more recent years contribute more.
- Performance levels have been retroactively adjusted to align WKCE results with National Assessment of Educational Progress (NAEP). Count and percent of students scoring at each performance level will not agree with previously reported results.



**Pine Creek Elementary | Pine Creek District**

School Report Card | | On-Track and Postsecondary Readiness

**On-Track and Postsecondary Readiness**

**Supplemental Data**

**On-Track and Postsecondary Readiness Supplemental Data**

Group performance is provided for informational purposes only and is not used to determine the On-Track and Postsecondary Readiness scores used in the accountability index.

Group	Four-Year Cohort Graduation Rate			Five-Year Cohort Graduation Rate			Attendance Rate
	Students in Cohort	Graduates	Rate	Students in Cohort	Graduates	Rate	
American Indian or Alaskan Native							
Asian or Pacific Islander							
Black not Hispanic							
Hispanic							
White not Hispanic							
Students with Disabilities							
Economically Disadvantaged							
Limited English Proficient							



**Pine Creek Elementary | Pine Creek District**  
**School Report Card | 2011-12 | Accountability Expectations**

## Accountability Expectations

**Expectations Met: /**

Expectation	Goal	School Rate	Points Deducted
Dropout Rate	or Less		
Absenteeism Rate	or Less		
Test Participation Rate (For Lowest Group)	or Greater		

### Accountability Expectations Data

The lowest group test participation rate in the table below is used to determine the result of the Lowest Group Test Participation Rate accountability expectation. For a school to meet the Test Participation Rate expectation, the participation rate for all of its student groups must be 95% or higher. Group performance for Absenteeism Rate and Dropout Rate is provided for informational purposes only and is not used to determine the Accountability Expectations results used in the accountability index.

Group	Test Participation Rate			Absenteeism Rate	Dropout Rate
	Reading Rate	Mathematics Rate	Goal		
American Indian or Alaskan Native			or Greater		
Asian or Pacific Islander			or Greater		
Black not Hispanic			or Greater		
Hispanic			or Greater		
White not Hispanic			or Greater		
Students with Disabilities			or Greater		
Economically Disadvantaged			or Greater		
Limited English Proficient			or Greater		

#### Notes

- Details on Accountability Expectations calculations can be found at: [dpi.wi.gov/examplelink](http://dpi.wi.gov/examplelink)
- All schools are expected to meet Accountability Expectations on these three areas. Overall school accountability score is reduced by five points for each goal that is not met.



**Pine Creek Elementary | Pine Creek District**  
**School Report Card | 2011-12 | WSAS Trends**

### Wisconsin Student Assessment System (WSAS) Trends

The data below are provided for informational purposes only but are not used to calculate a school's state accountability index score. The data below include both WKCE (Wisconsin Knowledge and Concepts Exam) and WAA-SwD (Wisconsin Alternate Assessment for Students with Disabilities).

Performance levels have been retroactively adjusted to align WKCE Reading and Mathematics results with the National Assessment of Educational Progress (NAEP). Performance levels for WAA-SwD have not been adjusted. Count and percent of students scoring at each performance level will not agree with previously reported results.

Reading										
Grade	2007-08		2008-09		2009-10		2010-11		2011-12	
	Students Enrolled	Percent Proficient								
3										
4										
5										
6										
7										
8										
10										

Mathematics										
Grade	2007-08		2008-09		2009-10		2010-11		2011-12	
	Students Enrolled	Percent Proficient								
3										
4										
5										
6										
7										
8										
10										

### Wisconsin National Assessment of Educational Progress (NAEP) Performance 2010-11

These data are provided for informational purposes only but are not used to calculate a school's state accountability index score. NAEP is administered to 4th and 8th grade students every two years.

Group	4th Grade Percent Proficient		8th Grade Percent Proficient	
	Math	Reading	Math	Reading
Wisconsin	???	???	???	???
Nation	???	???	???	???



# Pine Creek Elementary | Pine Creek District

## School Report Card | 2011-12 | Annual Measurable Objectives

### Annual Measurable Objectives

The U.S. Department of Education requires Annual Measurable Objectives (AMOs) be set for all students and student groups for reading proficiency, mathematics proficiency, and high school graduation. The data below are provided for informational purposes only but are not used to calculate a school's state accountability index score.

#### Reading Proficiency

Group	WSAS Proficient or Advanced						AMO Target	Determination
	2011-12			2010-11 and 2011-12 Average				
	Students Enrolled	Students Proficient or Advanced	Percent	Students Enrolled	Students Proficient or Advanced	Percent		
All Students								
American Indian or Alaskan Native								
Asian or Pacific Islander								
Black not Hispanic								
Hispanic								
White not Hispanic								
Students with Disabilities								
Economically Disadvantaged								
Limited English Proficient								

#### Mathematics Proficiency

Group	WSAS Proficient or Advanced						AMO Target	Determination
	2011-12			2010-11 and 2011-12 Average				
	Students Enrolled	Students Proficient or Advanced	Percent	Students Enrolled	Students Proficient or Advanced	Percent		
All Students								
American Indian or Alaskan Native								
Asian or Pacific Islander								
Black not Hispanic								
Hispanic								
White not Hispanic								
Students with Disabilities								
Economically Disadvantaged								
Limited English Proficient								

**Notes**

- Under Determination, "Yes-CI" means the group met its AMO target within a 95 percent confidence interval.



**Pine Creek Elementary | Pine Creek District**  
 School Report Card | 2011-12 | Annual Measurable Objectives

## Annual Measurable Objectives

### Graduation Rate

Group	Four-year Cohort Rate						Five-Year Cohort Rate			Determination		
	2010-11			2009-10 and 2010-11 Average			Improvement		2010-11			
	Students in Cohort	Graduates	Percent	Students in Cohort	Graduates	Percent	Change	Target	Students in Cohort		Graduates	Percent
All Students												
American Indian or Alaskan Native												
Asian or Pacific Islander												
Black not Hispanic												
Hispanic												
White not Hispanic												
Students with Disabilities												
Economically Disadvantaged												
Limited English Proficient												

### Notes

- The graduation rate goal for the All Students group and each student group is 85 percent.
- Graduation Rate Annual Measurable Objective (AMO) is based on three goals: 1) Four-year cohort graduation rate goal; 2) Five-year cohort graduation rate goal; and 3) Four-year cohort graduation rate improvement goal. If any one of these goals is met then the AMO is met.
- Only four-year and five-year cohort graduation rates are available for 2011-12 accountability. Six-year cohort rate will replace five-year cohort rate for 2012-13 accountability and will be used going forward.

# Accountable for Absenteeism: 4 Ways that States Can Use Chronic Absence in NCLB Waiver Applications



*A Policy Brief from Attendance Works*

Hedy Chang and Phyllis Jordan | January 2012

The U.S. Education Department's decision to grant waivers from the strictures of the No Child Left Behind Act gives states an unprecedented opportunity to decide how they will assess their own schools. States can now create a more flexible set of metrics to determine how a school is performing. These measures should go beyond test scores and graduation rates to include indicators that provide early warning of academic problems and that point to solutions, so that more students can graduate ready for college and career.

Chief among the early warning signals is chronic absence – when a student misses 10 percent or nearly a month of school over the course of an academic year. Research now documents the extraordinary scale of student absenteeism, the toll these absences take on achievement and the connection to high school dropout rates. In some communities, chronic absence affects as many as a third of all students. Chronic absence is a particularly powerful indicator of academic risk from kindergarten to second grade, when students are not yet taking standardized tests.

Attendance data is already collected by most school districts, but not often analyzed effectively. Most schools count how many students show up daily (average daily attendance) but do not monitor how many miss so many days that they are at academic risk. Thus schools and districts miss the opportunity to intervene early before students fall so far behind that they require expensive remediation or simply drop out.

Across the country, schools and their community partners have found that paying attention to chronic absence is a highly effective strategy for turning around low-performing schools because it is an easily understood, easily measured sign of progress that can provide a unifying goal for the whole community. When schools and community partners work together to reduce absences, they often see results within a semester or school year, first in attendance and later in academic performance. After all, improvements in classroom teaching and curriculum are not likely to yield results unless students are actually in class.

## Using Attendance in Waiver Applications

States should embed individual student measures—assessing how many students in each school are chronically absent (missing 10 percent or more of school) and how many are achieving satisfactory attendance (missing 5 percent or fewer days)—in the accountability systems they develop for waiver applications. States can:

**Recommendation 1:** Make improving individual student attendance an Annual Measurable Objective in the Accountability section of the waiver application.

**Recommendation 2:** Include chronic and satisfactory attendance in the performance indices being proposed for any new or revised statewide school accountability systems.

**Recommendation 3:** Make chronic absence a factor in determining which campuses are deemed Focus and Priority schools as defined in the waiver process and assessing how much progress they make.

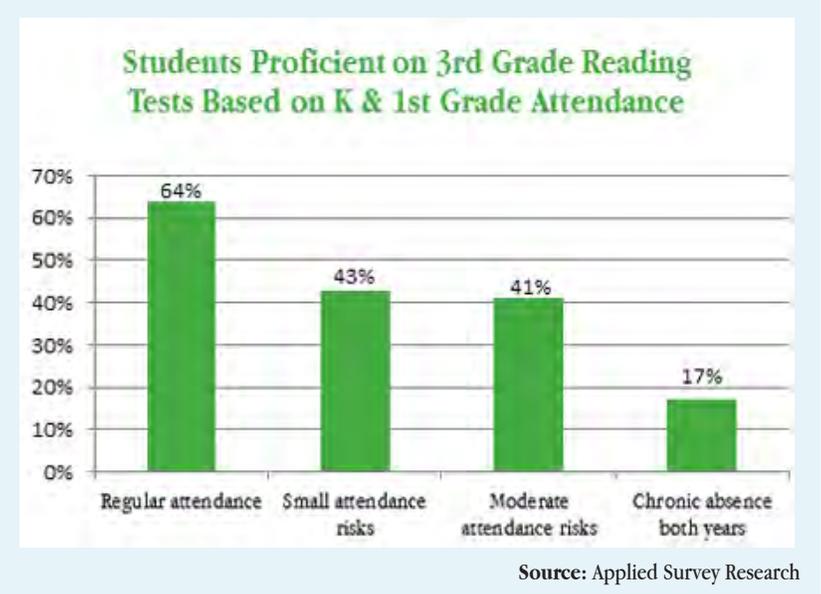
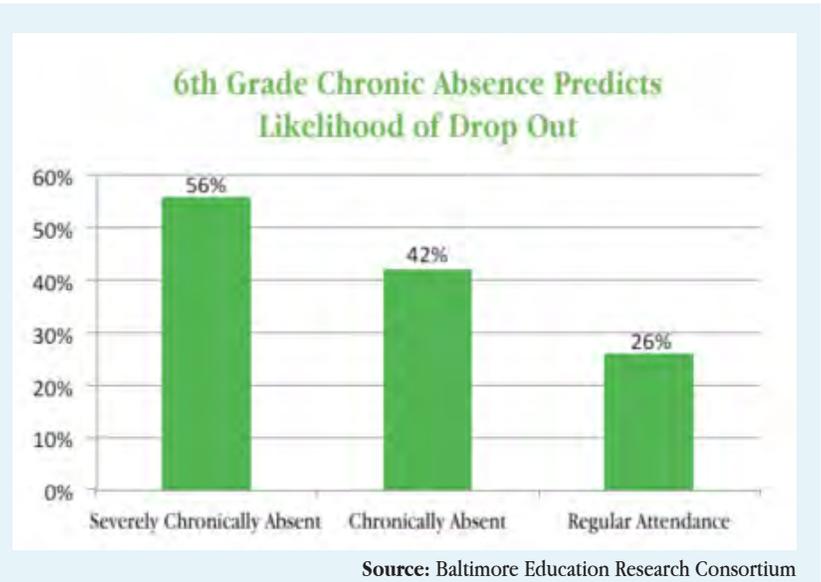
**Recommendation 4:** Make good or improved attendance a factor in determining bonuses for Reward schools.

## The Attendance Imperative

The connection between attendance and individual student achievement is intuitive: If you don't show up, you don't learn. In Baltimore City Public Schools, administrators found an average 25-percentage point gap in standardized test scores between students who attended regularly and those who missed 20 or more days in the previous year, which is Maryland's definition of chronic absence.<sup>i</sup> That achievement gap was bigger than the one separating students by socioeconomic status or English language skills. Baltimore's efforts to address chronic absence have been credited with helping the city turn around its flagging graduation rates. A recent study in Georgia estimated that 10,000 more students would have passed the state's reading test and 30,000 more students would have passed the math test if they had just attended five more days of school in the prior year.<sup>ii</sup>

Research also shows a strong connection between attendance and high school graduation. By sixth grade, chronic absence becomes one of three early warning signs that a student will drop out of high school.<sup>iii</sup> By ninth grade, attendance is a better indicator of dropout than eighth grade test scores.<sup>iv</sup> Overall, a student with 10 or fewer absences—roughly the equivalent of satisfactory attendance in most districts—is two and a half times more likely to graduate than is a chronically absent peer.<sup>v</sup>

What many policymakers do not realize, however, is that chronic absenteeism affects students long before middle or high school. Nationally, research suggests one in 10 kindergarten and 1st grade students misses nearly a month of school. Children living in poverty who are chronically absent in kindergarten have the lowest levels of academic performance by the time they reached fifth grade.<sup>vi</sup> A study in Northern California found only 17 percent of students chronically absent in both kindergarten and 1st grade were reading proficiently by the end of 3rd grade, compared to 64 percent of those who showed up regularly.<sup>vii</sup> Students who do not learn to reading proficiently by the end



of third grade are likely to fall further behind once they reach fourth grade and are expected to “read to learn.”

What's more, chronic absenteeism can affect the entire classroom, when teachers have to slow down instruction to accommodate students who missed the lessons in the first place. A study of New York City fourth graders found that even students with good attendance had lower standardized test scores when they went to schools where absentee rates were too high.<sup>viii</sup>

## Tracking the Right Data

Tracking chronic absence and satisfactory attendance rarely requires any additional data collection, just a different way of looking what's collected. Schools typically keep absence records for individual students, and most districts store this information electronically, often turning it over to states for use in longitudinal student databases. Many states currently track some measures of attendance to determine Adequate Yearly Progress under No Child Left Behind. With rare exceptions, though most rely on average daily attendance figures or on truancy rates, which reflect only unexcused absences. Both of these measures can hide a genuine problem with students accumulating enough absences for any reason – excused or unexcused – to put them at risk academically.

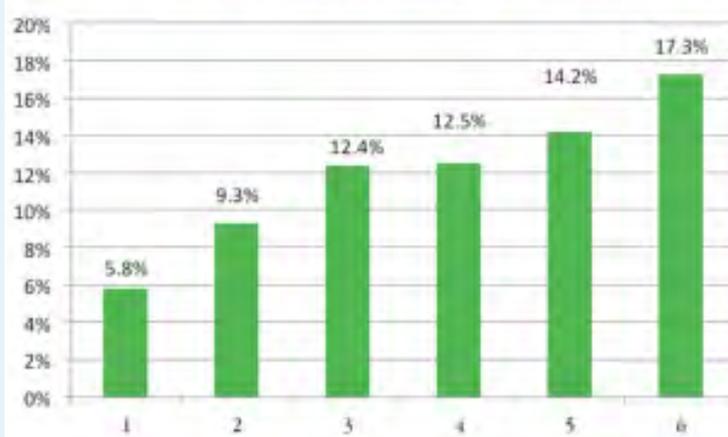
For instance, 95 percent average daily attendance for an entire school is typically considered good. But when researchers looked at elementary school attendance in three urban school districts, they found that a 95 percent average often masked a bigger problem with chronic absence. Think about it like this: If you had 100 students in your school and 95 percent showed up every day, you'd still have five absences a day. That's 900 absences over the course of the 180-day school year, and that could mean as many as 45 kids missing 20 days of school. It's rarely that extreme, but the three-district analysis found that at elementary schools with that 95 percent average, the proportion of chronically absent students ranged from 7 percent to a troublesome 23 percent.<sup>ix</sup>

It is also critical for states to focus on chronic absence because unexcused absences or truancy figures do not tell the entire story. As this chart of attendance data from Baltimore, Md., reveals, truancy often fails to detect all the students who are at risk academically due to poor attendance. Excessive absences reflect more than simply willfully skipping school. School attendance drops

when families lack the financial resources to meet their basic needs for shelter, food, clothing, and transportation. Health problems such as asthma and poor dental care can keep kids from attending regularly. Safety concerns, including neighborhood violence and schoolyard bullying, also keep students home. If classroom instruction is ineffective and not engaging, student may reflect their discontent by failing to show up.

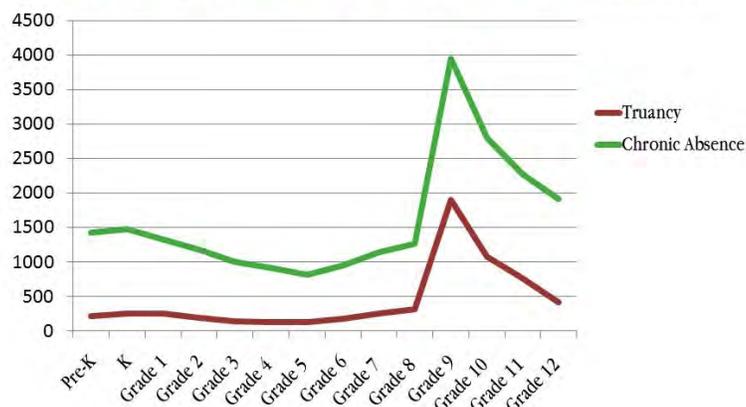
In the early grades, truancy rates are generally low and have

Percentage of Chronically Absent Students at Oakland Schools with 95% Average Daily Attendance



Source: Oakland Unified School District

Chronically Absent and Truant Students in Baltimore



Source: Baltimore Student Attendance Initiative

little relationships to chronic absence, because very young children seldom stay home without the knowledge of an adult who calls in an excuse. Among older students, truancy often underestimates the scale of the attendance problem because it does not capture days missed to suspensions, which are considered school-authorized rather than unexcused. Overly punitive approaches to school discipline can unnecessarily cause students to miss so much school that they fall behind.

### Improving student performance by reducing chronic absence

The good news is research and the experience of a growing number of local initiatives show that chronic absence can be significantly reduced when schools, families, and community agencies work together to ensure children attend school regularly. The most effective efforts:

- Use data on chronic absence to identify patterns, set a target for reduction and monitor progress over time
- Take comprehensive approaches involving students, families, and community agencies
- Create engaged, personalized learning environments which entice students to attend school every day.
- Examine factors contributing to chronic absence, especially from parent perspectives
- Pay attention to attendance early, ideally starting in pre-K
- Combine strategies to improve attendance among all children, with special interventions targeting those who are chronically absent
- Offer positive supports to promote school attendance before resorting to punitive responses or legal action.

Ultimately, states need to assess rates of chronic absence to know why schools are not performing and what is needed to turn achievement around: Are students struggling academically because what's happening in the classroom is not meeting their needs, or because they're not in class often enough to benefit from what school has to offer?

### Definitions of Key Attendance Measures:

#### Average Daily Attendance:

The percentage of enrolled students who attend school each day.

#### Satisfactory Attendance:

Missing 5% or less of school in an academic year including all absences: excused, unexcused, suspensions.

#### Chronic Absence:

Missing 10% or more of school in an academic year including all absences. We recommend a percentage rather than a set number of days because it promotes earlier intervention throughout the year and better comparison across districts.

#### Truancy:

Typically refers only to unexcused absences and is defined by each state.

“

If you get 90 percent on a test, you're doing pretty good. **If your attendance is 90 percent in 180-day year you are missing 18 days of school**, nearly a month. What are our best teachers supposed to do in that situation?

”

**Arne Duncan**

*U.S. Secretary of Education*

## How to Use Chronic Absence in a Waiver Application

The waiver process grew out of frustration over NCLB's rigid rules and a sense that the strictures were inhibiting true reform. The 10-year-old federal act judges a school as failing if one subpopulation is not making adequate progress. It prescribes a set of interventions that offer little flexibility, and it provides for student and school supports that haven't consistently proved effective. The waiver application or "ESEA Flexibility Request" allows states to develop their own "system of differentiated recognition, accountability and support." As such, it affords several opportunities for including chronic absence and satisfactory attendance in the index for judging schools. These opportunities include:

**Recommendation 1. Make improving individual student attendance—specifically chronic absence and satisfactory—attendance Annual Measurable Objectives in the Accountability section of the application.** The Education Department asks states to develop Annual Measure Objectives or performance targets for the new accountability systems. The department proposes three approaches to framing the goals: reduce by half the percentage of all students and students in each subgroup who are not proficient within six years; set a goal to achieve 100 percent proficiency by 2020; or to create another "similarly ambitious" method that is educationally sound and results in ambitious but achievable AMOs for all LEAs, schools, and subgroups.

The third option affords an opportunity for schools to move beyond simply tracking average daily attendance to monitoring chronic absence and satisfactory attendance levels for all schools. Even though ESEA typically only focuses on collecting data starting in grade 3, we recommend requiring reporting of these attendance measures starting in kindergarten. Data for this proven early warning sign is already available then, and high levels of chronic absence in the early grades is correlated with lower academic performance in 3rd grades. We suggest states require all schools to report on the levels of chronic absence and satisfactory attendance for the entire student body, as well as by grade and student sub-population. To ensure comparability, states should establish or maintain statewide

guidelines for defining when a student should be marked absent for the day.

Including these measures helps to promote college and career readiness. Simply put, students are not ready for career or college if they do not have the persistence to attend school regularly. Chronic absenteeism underscores a student's lack of persistence and time management skills, two academic behaviors that David Conley's "College Knowledge" identifies as key to college readiness.<sup>x</sup>

**Recommendation 2: Include chronic and satisfactory attendance in the performance indices being proposed for any new or revised statewide school accountability systems.** Analysis of the first 11 applications suggest that states are using the waiver process as an opportunity to replace Adequate Yearly Progress with a more multi-faceted measures to which all schools could be held accountable.<sup>xi</sup> Levels of chronic absence and satisfactory attendance should be available for each school and compared to the statistics for the other elementary, middle or high schools in their district. It should also be publicly reported and comparable across school districts.

**Recommendation 3. Make attendance a factor in determining which campuses are Focus and Priority schools.** The waiver process requires states to identify the lowest performing 5 percent of schools as Priority schools and another 10 percent with the largest achievement gaps as Focus schools. In addition to test scores and graduation rates, states can include high chronic absence rates in the formulas for determining which schools need extra attention. Likewise reduced chronic absenteeism and improved satisfactory attendance should be considered metrics for assessing improvement in these schools.

**Recommendation 4: Make good or improved attendance a factor in determining bonuses to Reward schools.** Title I schools where students are performing well academically or where they are making steady progress would be considered Reward schools and eligible for bonuses. Use improved attendance for individual students as an additional factor in considering when schools are eligible for bonuses. It could also be used as incentive for other Title I schools.

*Attendance Works would like to express special thanks to the W.K. Kellogg Foundation and the Annie E. Casey foundation for their ongoing support of our work including the development of our research and policy briefs. Please note the findings and conclusions presented in this report are those of the authors alone, and do not necessarily reflect the opinions of the Foundation.*

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### Wisconsin's Accountability Index System

#### Continued Development and Finalization

Acronyms:

DPI = Department of Public Instruction

OEA = Office of Educational Accountability

Key Tasks/Milestones	Outcome(s)	Resource(s) Involved
<b>May 2012</b>		
Standard Review process	Recommendations for possible cut points; input on accountability index design	Researchers from the Wisconsin Center for Education Research; cross-agency DPI staff
Index adjustments	Index updated to reflect standards setting and Peer Review, Department of Education Comments	OEA Staff
R-code tested and finalized	Internal capacity to produce accountability reports ensured	OEA Staff
Accountability reports run, reviewed, and updated	On-track to release preliminary accountability report cards in June	OEA Staff
District accountability index communications drafted	Ensuring stakeholders are engaged and included in accountability field test as much as possible	OEA , Communications Staff
Meetings with education stakeholder groups	Ensuring statewide access to information about the new accountability system; collect input on the system from diverse stakeholders	OEA, Title I, and staff from the Office of the State Superintendent
Cabinet, State Superintendent updates	Internal leadership is engaged and has opportunities to provide input	DPI Leadership

Appendix 11 - Accountability Index System

Key Tasks/Milestones	Outcome(s)	Resource(s) Involved
<b>June</b>		
Final preliminary accountability report cards run	Districts have access to field test data that my inform the accountability transition process DPI has data, including response from districts, to inform accountability transition planning	OEA Staff, IT Staff, District Staff
Preliminary report cards loaded into secure system for district access		
Districts contacted to view field test accountability reports		
Survey developed and released with preliminary report cards to collect initial input	Important consultation opportunity to collect detailed information directly from school and district staff realized	OEA Staff, School and District Staff
Accountability training sessions and webinars	Transparency of Accountability Index and overall accountability system	OEA, Title I Staff
Meetings with education stakeholder groups	Ensuring statewide access to information about the new accountability system; collect input on the system from diverse stakeholders	OEA, Title I, and staff from the Office of the State Superintendent
Cabinet, State Superintendent updates	Internal leadership is engaged and has opportunities to provide input	DPI Leadership
<b>July 2012</b>		
Accountability Focus Groups held	Transparency of Accountability Index and overall accountability system; inclusion of educators (classroom teachers and administrators) in the design and refinement of the accountability system and report cards	OEA, Title I Staff
Feedback collected on field test reports from initial survey; new survey developed and released to collect usage information	DPI has information to inform accountability transition planning and improve upon accountability reports	OEA Staff
Meetings with education stakeholder groups	Ensuring statewide access to information	OEA, Title I, and staff

Appendix 11 - Accountability Index System

	about the new accountability system; collect input on the system from diverse stakeholders	from the Office of the State Superintendent
Cabinet, State Superintendent updates	Internal leadership is engaged and has opportunities to provide input	DPI Leadership
<b>August</b>		
Review of input collected in meetings, presentations, via the report card surveys, and focus groups	Final decisions regarding change(s) to system and/or report card design for the public release	OEA, Title I staff, and Cabinet
Accountability training sessions and webinars	Transparency of Accountability Index and overall accountability system	OEA, Title I Staff
Meetings with education stakeholder groups	Ensuring statewide access to information about the new accountability system; collect input on the system from diverse stakeholders	OEA, Title I, and staff from the Office of the State Superintendent
Cabinet, State Superintendent Updates	Internal leadership is engaged and has opportunities to provide input	DPI Leadership
<b>September</b>		
Incorporate final changes into report card design; re-run reports	Report cards prepared for public release	OEA Staff
Updated report cards re-released to schools/districts for final data verification	Districts have a final data verification period before public release of report cards	OEA staff, School/district staff
<b>Final Date(s) TBD</b>		
Public release of report cards	Opportunity for additional, specific input from non-school/district staff	OEA staff
Release of survey to accompany public review of report cards	Opportunity for additional, specific input from non-school/district staff	OEA staff

## Response to Intervention Indicators

<b>Leadership</b> Support or RTI	
RTI-LD1	The principal provides resources of staff, time, and materials to support the RTI process.
RTI-LD2	The principal provides managerial leadership for a 3-Tier model for focused academic and discipline/student management processes.
RTI-LD3	The principal provides clear direction for assessment strategies, including determination for universal screening.
RTI-LD4	The principal participates actively with the RTI Team.
RTI-LD5	The principal keeps a focus on instructional improvement and student learning outcomes.
RTI-LD6	The principal celebrates individual, team, and school successes, especially related to student learning outcomes.

<b>Leadership</b> Quality Assurance	
RTI-LD7	The principal routinely monitors the fidelity of ongoing RTI implementation.
RTI-LD8	The principal systematically assesses RTI fidelity at least twice a year and prepares a summary report of findings and recommendations.
RTI-LD9	The principal monitors curriculum and classroom instruction regularly.

<b>Leadership</b> Professional Development	
RTI-LD10	The principal ensures that all staff receive on-going RTI training.
RTI-LD11	The principal participates in on-going RTI training.
RTI-LD12	Staff development for RTI is built into the school schedule for support staff as well as classroom teachers.
RTI-LD13	New staff members are trained and included in the RTI process.

<b>Teams and Processes</b> RTI Team Structure	
RTI-TM1	The RTI Team includes a core membership of teachers and professional staff with various roles and expertise to provide critical input to the process.
RTI-TM2	The RTI Team meets regularly and for a sufficient amount of time to conduct the business of the team.
RTI-TM3	The RTI team operates with agendas and minutes for their meetings, and these documents are maintained in a file by a person designated by the team and also by the principal.
RTI-TM4	All core members consistently attend team meetings.
RTI-TM5	The RTI Team meetings include additional people with pertinent information about a particular student under review, such as parents, referring teacher, speech-language pathologist, gifted/talented, Title I, English language learning.

### Teams and Processes

#### RTI Team Resources

RTI-TM6	The RTI Team has inventoried schoolwide resources and created a resource map that it uses in team interventions.
RTI-TM7	The RTI Team has inventoried community resources and created a resource map that it uses in team interventions.
RTI-TM8	The RTI Team regularly updates its resource maps.
RTI-TM9	The RTI Team maintains a list of RTI-related resources to access beyond the school for consultation, advice, and support.

### Teams and Processes

#### RTI Team Culture

RTI-TM10	The RTI Team focuses on student outcomes rather than eligibility for special education services.
RTI-TM11	The RTI Team fosters an atmosphere in which the entire school community is welcomed and supported.
RTI-TM12	The RTI Team provides a system of support for teachers through coaching, resource materials, mentoring, peer observations, and problem-solving.

### Teams and Processes

#### The Referral and Intervention Process

##### Identify and Define

RTI-TM13	The RTI Team receives referrals from teams, teachers, other staff, and parents about a student or group of students whose academic progress and/or behavior suggests a possible need for intervention.
RTI-TM14	The RTI Team collects background and baseline data on the referred student(s) to be used at the initial intervention meeting.
RTI-TM15	The RTI Team defines the specific area of need(s) based on the data collected.

### Teams and Processes

#### The Referral and Intervention Process

##### Analyze for Causes

RTI-TM16	The RTI Team considers a variety of data sources in determining the cause of the problem and if an intervention is necessary.
RTI-TM17	The RTI Team considers a variety of data sources in determining whether the situation calls for a standard treatment protocol or individual problem solving.

### Teams and Processes

#### The Referral and Intervention Process

##### Develop a Plan

RTI-TM18	The RTI Team sets clear, objective, measurable goals for student progress in the student's Individual Intervention Plan.
RTI-TM19	The Individual Intervention Plan includes specific tasks, persons responsible, and timelines for completion.

### Teams and Processes

#### The Referral and Intervention Process

##### Implement and Monitor the Plan

RTI-TM20	The RTI Team documents the quality of the implementation of the Individual Intervention Plan to assure intervention integrity.
RTI-TM21	The RTI Team holds follow-up meetings with the referring teacher and parents to review student progress and judge whether the intervention is effective.

### Teams and Processes

The Referral and Intervention Process  
Evaluate and Adjust the Plan

RTI-TM22 The RTI Team, at key decision points, determines the degree to which the intervention has been adequately executed to evaluate its effectiveness.

RTI-TM23 The RTI Team, at key decision points, determines whether the intervention should be continued, adjusted, or terminated.

### Assessment

Information Systems

RTI-AS1 The school maintains a current inventory of selected screening measures, diagnostic assessments, progress monitoring assessments and tools, and outcome assessments.

RTI-AS2 A data management system is in place with necessary technology support to provide the School Support Team, teachers, and professional staff with timely information on each student.

RTI-AS3 Data included in the management system are data collected from a variety of sources; i.e. academic, medical, developmental, vision/hearing, familial/cultural, curriculum-based measures, parent and student interviews, and behavioral and classroom management data.

### Assessment

Screenings

RTI-AS4 A written universal screening system plan is in place and used by the school to assess the academic and behavioral strengths and needs of all students.

RTI-AS5 Screening assessments are conducted 3 or 4 times a year.

RTI-AS6 The school's teams (Leadership, Instructional, RTI, for example) each meets to examine the building-wide data after each screening to consider core effectiveness and instructional groups.

### Assessment

Diagnostic Assessments

RTI-AS7 Diagnostic assessments are conducted for individual students as needed to adapt instruction and support interventions to student needs.

### Assessment

Progress Monitoring

RTI-AS8 Progress monitoring data is sufficiently designed and collected to make clear decisions about the effectiveness of an intervention.

RTI-AS9 Academic and behavioral progress is monitored with increasing frequency as students receive additional tiered interventions.

RTI-AS10 Progress monitoring assessments are conducted monthly for those receiving supplemental instruction (as Tier 2) and weekly or bi-weekly for those receiving intensive instruction.

RTI-AS11 The RTI Team bases decisions about interventions (instructional and support) on data from continuing progress monitoring throughout the three-tiered process.

### Assessment

Professional Development

RTI-AS12 School staff receive ongoing professional development on all assessments and assessment procedures.

<b>Family Community Engagement</b>	
RTI-FC1	Parents are informed of the RTI process and it is made clear that the process is not intended to delay referral for special education evaluation.
RTI-FC2	Parents are informed of the RTI process and intervention options available for their child before interventions are implemented.
RTI-FC3	Written information is given to parents at Tier 2 that addresses the concerns and needs of students who show emerging deficits.
RTI-FC4	Information is gathered from parents about how the child functions in a variety of settings (e.g. family and home, church, childcare, community activities).
RTI-FC5	Parent and student interviews are conducted covering the child's history and any significant events occurring in the life of the child or the family.
RTI-FC6	Individualized Intervention Plans address the family culture and resources available to the child.
RTI-FC7	Community resources (individuals, organizations, programs) are included in Intervention Plans when appropriate.

<b>Curriculum and Instruction</b> Curriculum	
RTI-CI1	The school maintains an official document that clearly defines the curriculum and instruction for each of three tiers in reading, mathematics, written language, and social behavior.
RTI-CI2	All teachers are guided by an evidence-based core curriculum.
RTI-CI3	All teachers are guided by a document that aligns standards, curriculum, instruction, and assessment.

<b>Curriculum and Instruction</b> Instruction	
RTI-CI4	All teachers differentiate assignments (individualize instruction) in response to individual student performance on pre-tests and other methods of assessment.
RTI-CI5	All teachers assign learning tasks in a variety of formats such as auditory, visual, tactile, motor, and hands-on for all students.
RTI-CI6	Units of instruction include standards-based objectives and criteria for mastery.
RTI-CI7	All teachers use a variety of instructional modes (whole-class, small group, computer-based, individual, homework, for example).
RTI-CI8	All teachers have access to evidence-based instructional interventions for students identified at risk (Tier 2).
RTI-CI9	All teachers have access to evidence-based instructional enhancements for students identified as achieving above the general class level.

<b>Curriculum and Instruction</b> Professional Development	
RTI-CI10	School staff receive ongoing professional development on the subject content they are expected to teach.
RTI-CI11	School staff receive ongoing professional development on instructional methodology for the programs they are expected to teach.
RTI-CI12	School staff receive ongoing professional development on social behavior and classroom management strategies for the programs they are expected to teach.

<b>District Response to Intervention Success Indicator</b>	
RTI-DT1	The district has an RTI team that regularly supports and evaluates the school RTI implementation to assure fidelity.
RTI-DT2	District leadership has developed a written policy and/or procedures, approved by the school board, to insure consistency of RTI implementation across the district.
RTI-DT3	The district provides schools with technology, training, and support for integrated data collection, reporting, and analysis systems.
RTI-DT4	The district sets district, school, and student subgroup achievement targets.
RTI-DT5	The district regularly reallocates resources to support school, staff, and instructional improvement.

## High School Indicators

<b>Team Structure</b>	
2354	The Leadership Team regularly examines individual and collective student data (e.g., course grades and completion, overall grade point average, attendance rates, behavior referrals, suspensions, end-of-course exams, state exam results) to identify areas for improvement across all content areas and throughout the school.
2355	The Leadership Team monitors rates of student transfer, dropout, graduation, and post-high school outcome (e.g., student enrollment in college, students in careers) using a longitudinal data system.
2356	The Leadership Team implements, monitors, and analyzes results from an early warning system at the school level using indicators (e.g., attendance, academic, behavior monitoring) to identify students at risk for dropping out of high school.
<b>Principal's Role</b>	
2357	The traditional roles of the principal and other administrators (e.g., management, discipline, security) are distributed to allow adequate time for administrative attention to instruction and student supports.
<b>Opportunity to Learn</b>	
Content Mastery and Graduation	
2358	The school confirms that a student has mastered prerequisite content knowledge before allowing the student to take higher-level courses.
2359	All students demonstrating prerequisite content mastery are given access to higher-level courses.
2360	The curriculum and schedule provide pathways for all students to acquire missing content knowledge.
2361	The school provides all students with academic supports (e.g., tutoring, co-curricular activities, tiered interventions) to keep them on track for graduation.
2362	The school provides all students extended learning opportunities (e.g., summer bridge programs, after-school and supplemental educational services, Saturday academies, enrichment programs) to keep them on track for graduation.

2363	The school provides all students with opportunities for content and credit recovery that are integrated into the regular school day to keep them on track for graduation.
	<b>Opportunity to Learn</b>
	Post-Secondary School Options
2364	Guidance counselors provide all students with feedback and reports on their assessment results (academic, aptitude, interest) to facilitate student-driven decisions about their own work and college and career goals.
2365	The school provides all students with opportunities to enroll in and master rigorous coursework for college and career readiness.
2366	The school provides all students with academic supports (e.g., supplemental interventions) when needed to enable them to succeed in rigorous courses designed for college and career readiness.
2367	The school provides all students with supports and guidance to prepare them for college and careers (e.g., career awareness activities, career exploration, college visits, advising).
2368	All teachers integrate college and career guidance and supports relevant to their subject areas into their taught curricula.
2369	The school routinely provides all students with information and experience in a variety of career pathways.
2370	The school provides all students with access to relevant data to make decisions about their course of study as they progress toward their college and career goals.
2371	The school provides all students with information, guidance, and support to secure financial assistance and scholarships for college or other post-secondary education.
	<b>Opportunity to Learn</b>
	Extended Learning Opportunities
2372	The school expects all students to participate in activities to develop skills outside of the classroom (e.g., service learning, athletics, enrichment, internships).
2373	The school provides all students with opportunities to learn through nontraditional educational settings (e.g., virtual courses, dual enrollment, service learning, work-based internships).

2374	The school provides all students with formal supports and a network of contacts with school personnel, community members, and workplace personnel to ensure the social capital necessary to make informed life decisions.
	<b>Opportunity to Learn</b>
	Transitions
2375	The school provides freshman students with formal supports as they make the transition to high school (e.g., summer bridge programs, freshman academies).
2376	The school provides senior students with formal supports as they make the transition out of high school (e.g., college and career planning, job fairs).
2377	The school tracks the post-secondary school placements and experiences of their graduates and reports the results to the school board, faculty, and school community.

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RTI-DT4	The district sets district, school, and student subgroup achievement targets.
RTI-DT5	The district regularly reallocates resources to support school, staff, and instructional improvement.

## Indistar / Lighting our path to stellar learning.

### ELL Indicators – District Level

#### **District Context and Support for School Improvement - Improving the school within the framework of district support**

- IA07 The district sets district, school, and student subgroup achievement targets. (7)
- IA09 The superintendent and other central office staff are accountable for school improvement and student learning outcomes. (9)
- IA11 The district ensures that key pieces of user-friendly data are available in a timely fashion at the district, school, and classroom levels. (11)
- IA13 The district works with the school to provide early and intensive intervention for students not making progress. (13)
- IA14 The district recruits, trains, supports, and places personnel to competently address the problems of schools in need of improvement. (14)

#### **District Context and Support for School Improvement - Clarifying district-school expectations**

- IC07 Professional development is built into the school schedule by the district, but the school is allowed discretion in selecting training and consultation that fit the requirements of its improvement/restructuring plan and its evolving needs. (34)

### ELL Indicators – School level

#### **School Leadership and Decision Making - Establishing a team structure with specific duties and time for instructional planning**

- ID13 Instructional Teams meet for blocks of time (4 to 6 hour blocks, once a month; whole days before and after the school year) sufficient to develop and refine units of instruction and review student learning data. (48)

#### **School Leadership and Decision Making - Focusing the principal's role on building leadership capacity, achieving learning goals, and improving instruction**

- IE04 The principal models and communicates the expectation of improved student learning through commitment, discipline, and careful implementation of sound practices. (55)

#### **School Leadership and Decision Making - Aligning classroom observations with evaluation criteria and professional development**

- IF08 Professional development for the whole faculty includes assessment of strengths and areas in need of improvement from classroom observations of indicators of effective teaching. (72)

#### **School Leadership and Decision Making - Helping parents to help their children meet standards**

- IG01 Parents receive regular communication (absent jargon) about learning standards, their children's

progress, and the parents' role in their children's school success. (76)

**Curriculum, Assessment, and Instructional Planning - Engaging teachers in aligning instruction with standards and benchmarks**

IIA01 Instructional Teams develop standards-aligned units of instruction for each subject and grade level. (88)

**Curriculum, Assessment, and Instructional Planning - Engaging teachers in assessing and monitoring student mastery**

IIB04 Teachers individualize instruction based on pre-test results to provide support for some students and enhanced learning opportunities for others. (94)

**Curriculum, Assessment, and Instructional Planning - Engaging teachers in differentiating and aligning learning activities**

IIC02 Instructional Teams develop materials for their standards-aligned learning activities and share the materials among themselves. (97)

**Curriculum, Assessment, and Instructional Planning - Assessing student learning frequently with standards-based assessments**

IID06 Yearly learning goals are set for the school by the Leadership Team, utilizing student learning data. (104)

IID08 Instructional Teams use student learning data to assess strengths and weaknesses of the curriculum and instructional strategies. (106)

**Classroom Instruction - Expecting and monitoring sound instruction in a variety of modes - Preparation**

IIIA06 All teachers test frequently using a variety of evaluation methods and maintain a record of the results. (115)

IIIA07 All teachers differentiate assignments (individualize instruction) in response to individual student performance on pre-tests and other methods of assessment. (116)

**Classroom Instruction - Expecting and monitoring sound homework practices and communication with parents**

IIIB06 All teachers systematically report to parents the student's mastery of specific standards-based objectives. (155)

**Classroom Instruction - Expecting and monitoring sound classroom management**

IIIC12 All teachers engage all students (e.g., encourage silent students to participate). (167)

November 28, 2011

## Special Education Indicators

<p><b>School Leadership and Decision Making</b> Establishing a team structure with specific duties and time for instructional planning</p>
<p>Teams of special educators, general education teachers, and related service providers meet regularly to enhance/unify instructional planning and program implementation for students with disabilities. (2407)</p>

<p><b>School Leadership and Decision Making</b> Focusing the principal's role on building leadership capacity, achieving learning goals, and improving instruction</p>
<p>The principal participates actively with the school's teams. (56)</p>

<p><b>Curriculum, Assessment, and Instructional Planning</b> Engaging teachers in aligning instruction with standards and benchmarks</p>
<p>Instructional Teams develop standards-aligned units of instruction for each subject and grade level. (88)</p>
<p>Units of instruction and activities are aligned with IEP goals and objectives for students with disabilities. (2408)</p>

<p><b>Curriculum, Assessment, and Instructional Planning</b> Engaging teachers in assessing and monitoring student mastery</p>
<p>Unit pre-tests and post-tests are administered to all students in the grade level and subject covered by the unit of instruction. (92)</p>
<p>Unit pre-test and post-test results are reviewed by the Instructional Team. (93)</p>
<p>Teachers individualize instruction based on pre-test results to provide support for some students and enhanced learning opportunities for others. (94)</p>

<p><b>Curriculum, Assessment, and Instructional Planning</b> Assessing student learning frequently with standards-based assessments</p>
<p>The school tests each student at least 3 times each year to determine progress toward standards-based objectives. (100)</p>
<p>Instructional Teams use student learning data to assess strengths and weaknesses of the curriculum and instructional strategies. (106)</p>
<p>Instructional Teams use student learning data to plan instruction. (107)</p>
<p>Instructional Teams use student learning data to identify students in need of instructional support or enhancement. (108)</p>
<p>Instructional teams track and maintain records of student learning data to determine progress toward meeting goals as indicated in students' IEP's. (2409)</p>
<p>Instructional teams utilize student learning data to determine whether a student requires a referral for special education services (e.g., Response-to-Intervention). (2410)</p>

**Classroom Instruction**

Expecting and monitoring sound instruction in a variety of modes  
Computer-Based Instruction

Students with disabilities are provided with and taught effective ways to use assistive technology to support their individual learning needs. (2411)

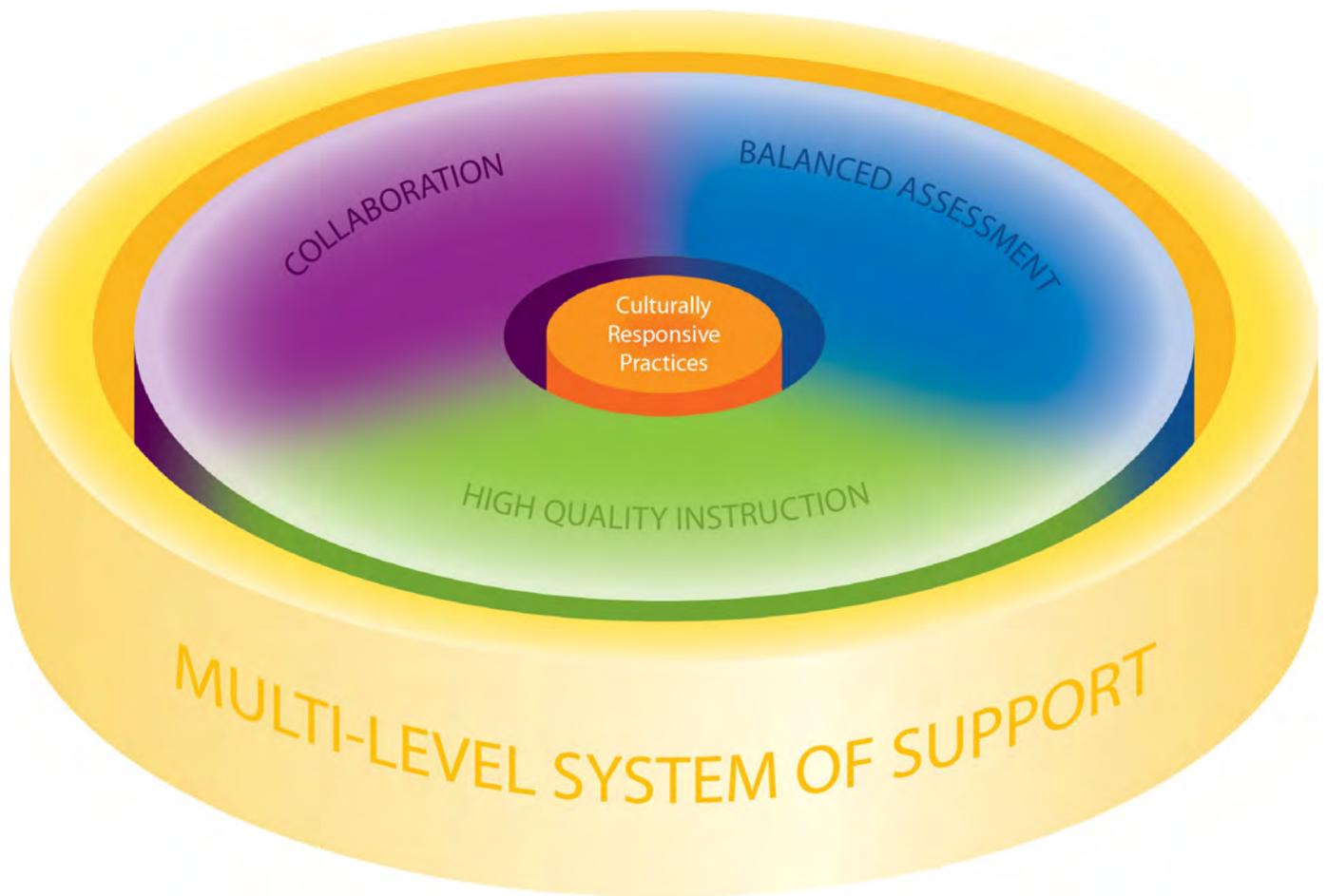
**Classroom Instruction**

Expecting and monitoring sound homework practices and communication with parents

All teachers systematically report to parents the student's mastery of specific standards-based objectives. (155)

\* New Special Education Indicators

# Wisconsin Response to Intervention: A Guiding Document



Wisconsin Department of Public Instruction  
Tony Evers, PhD, State Superintendent  
2010





Tony Evers, PhD, State Superintendent

November 15, 2010

Dear Educator:

Wisconsin's long-standing commitment to public education continues to earn nation-leading graduation rates, college entrance exam scores, and a growing number of students taking rigorous college-level courses. We have a tradition of excellence, and there is much to celebrate. At the same time, we cannot afford to rest on our laurels.

We must ensure that Wisconsin's vision of excellence, achievement, and readiness is accessible to every student. Data reveals significant opportunity gaps between students of color and white students, and a static overall achievement rate persists. To address these issues, I have identified Response to Intervention (RtI) as a process that will help Wisconsin move toward my vision of every child a graduate.

RtI is a way to systematize high quality instruction, balanced assessment systems, and collaboration. It is this systematic process that will ensure that all students have equal access to supports that will ensure their long-term success. RtI will create collaborative systems among educators; assist in using data to make informed decisions about students, staff, and resources; and provide a framework for seeking success for all students. RtI will offer a process to examine gaps in opportunity and learning and assist in building systems so that every child is a graduate.

Emergent research suggests that RtI is effective for helping to improve academics and behavior among students. To support high quality learning, the Department of Public Instruction (DPI) and Cooperative Educational Service Agencies (CESAs) have partnered to create the Wisconsin RtI Center, a state-wide resource network that will provide educators with the knowledge and expertise to implement this important process.

Wisconsin is making other significant changes that will assist in supporting a comprehensive and unified state-level vision for RtI, including:

- adopting the Common Core State Standards for English language arts and mathematics that are rigorous, clear, and aligned for college and career readiness;
- phasing out the Wisconsin Knowledge and Concepts Examinations in favor of assessments that provide targeted and timely information to educators, students, and their parents; and
- supporting the Culturally Responsive Training for All: Training and Enhancement network, a consortium of Wisconsin schools and districts focused on culturally responsive practices.

These initiatives are not separate of RtI; they are integrated in my vision of a high quality RtI system.

All children have a right to a public education that charts a path to success. All children deserve highly qualified teachers in their classrooms and equal access to the best instructional materials, strategies, and interventions available. I believe RtI will help Wisconsin enhance this equity of access and ensure that every child is a graduate, prepared for further education and the workforce. Thank you for your ongoing commitment to all learners in Wisconsin.

Sincerely,

A handwritten signature in cursive script, appearing to read "Tony Evers".

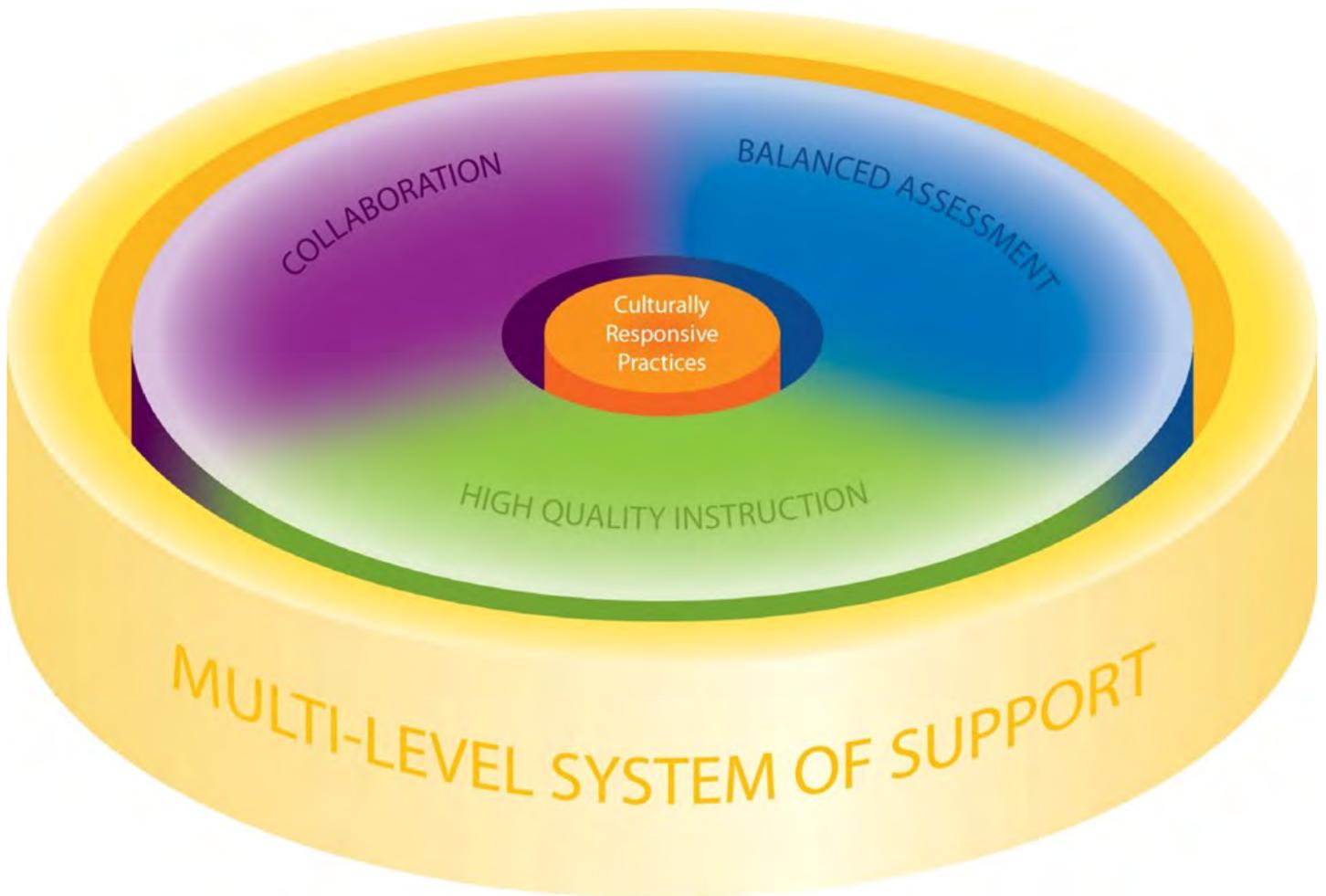
Tony Evers, PhD  
State Superintendent



## Purpose of this Document

To assist Wisconsin education leaders with planning for **Response to Intervention (Rti)**, DPI, in partnership with Wisconsin education stakeholders, has developed this informational brief. This brief is intended to provide guidance for implementation of Rti and should not be read as administrative rule. This brief provides Wisconsin's vision for Rti, shares a definition and an accompanying visual model for Rti, reviews essential elements of Rti, highlights existing state resources for getting started, responds to frequently asked questions, and includes a glossary of terms. Bolded words are defined in the glossary. The information presented in this brief reflects research, evidence-based practice, and high quality pedagogy. For more information on Rti, see [www.dpi.wi.gov/rti/index.html](http://www.dpi.wi.gov/rti/index.html).

## ***Wisconsin's Vision for Response to Intervention***



In Wisconsin's vision for RtI, the three essential elements of high quality instruction, balanced assessment, and collaboration systematically interact within a **multi-level system of support** to provide the structures to increase success for *all* students. **Culturally responsive practices** are central to an effective RtI system and are evident within each of the three essential elements. In a multi-level system of support, schools employ the three essential elements of RtI at varying levels of intensity based upon student responsiveness to instruction and intervention. These elements do not work in isolation. Rather, all components of the visual model inform and are impacted by the others; this relationship forms Wisconsin's vision for RtI.

## ***What Are Culturally Responsive Practices, and Why Are They at the Center of the Graphic?***

Culturally responsive practices account for and adapt to the broad diversity of race, language, and culture in Wisconsin schools and prepare all students for a multicultural world. Within Wisconsin's vision for RtI, culturally responsive practices are evident in and infused throughout all levels of each of the three essential elements.



Nationally, race has been a predictor of success in schools for decades. Called “the achievement gap,” “the opportunity gap,” “the equity gap”—all phrases speak to the long-standing educational inequities in our system. Both national data and Wisconsin state data show that in nearly every measurable area—academic achievement, discipline, gifted and talented placement, and graduation rates—students of color have statistically significant lower rates of success as compared to their white peers.<sup>[1]</sup> To address these gaps in opportunity, Wisconsin has situated culturally responsive practices as central to a RtI system.

Specifically, there are three reasons RtI in Wisconsin is centered on culturally-responsive practices:

First, Wisconsin students are increasingly diverse. Our curriculum, instruction, and supports must reflect this diversity and be intentionally inclusive of the many cultures in our communities.

Second, culturally responsive practices make a difference. In Wisconsin, school districts have changed race-based patterns of success and failure through attention and intention.

Third, RtI is a systems change model, and to implement RtI without continual reflection on who is academically and behaviorally successful (and who is not) will not lead to systems change. It is critical to examine core practices, and to monitor who is successful with and without interventions/additional challenges, and which interventions/additional challenges are more successful with various cultural, racial, and ethnic groups.



Culturally responsive practices account for and adapt to the broad diversity of race, language and culture in Wisconsin schools and prepare all students for a multicultural world.

<sup>[1]</sup> Readers interested in further reading or research on the persistent nature of the achievement gap <http://www.agi.harvard.edu/>

## A Note on the RtI Triangle



RtI is often represented visually by a triangle separated into three tiers that depict levels of intensity based on student need. Due to the widespread prevalence of this model, many have asked, “Why no triangle in Wisconsin?”

While many districts may choose to use a three-tiered system to organize their RtI system, the way a district chooses to structure their RtI system is a local control decision left to individual districts.

Districts have varying resources, programs, and practices that will likely influence the building of their unique RtI system. Districts may use tiers or find that other multi-level systems or processes work well in their district. The Wisconsin visual model outlines the parameters of a high quality RtI system while maintaining the flexibility that districts require to build systems to meet local needs.

In Wisconsin, culturally responsive practices are central to the state’s RtI vision and infused throughout the three essential elements. The central role of culturally responsive practices in RtI is graphically depicted in the state visual. Additionally, the circular model is a RtI systems level view of the process, while the triangle depicts a student level view. Districts may find that a triangle or other visual representation best fits their vision for meeting the needs of their distinct populations and that many RtI models fit within the state’s visual model and definition.



## Defining Rtl

In Wisconsin, Response to Intervention (Rtl) is defined as a process for achieving higher levels of academic and behavioral success for all students. Rigorous implementation of Rtl includes a combination of high quality instructional practice, balanced assessment, and collaboration, all of which are infused with culturally responsive practices. Further, Rtl systems use a multi-level system of support to identify and respond to student need. Implementation of a multi-level system of support includes meaningful family involvement, **data-based decision making**, and effective leadership. Comprehensive Rtl implementation will contribute to increased instructional quality, equitable access to high quality and effective programming, and will assist with the identification and support of learners with varied abilities and needs. The [Wisconsin Rtl Roadmap](#) (page 8) illustrates how the three essential elements function within an enacted Rtl system and how the system adjusts to meet the needs of students.

This document will further expand on the three essential elements of Rtl and illustrate their connect- edness to culturally responsive practices. The three essential elements are:

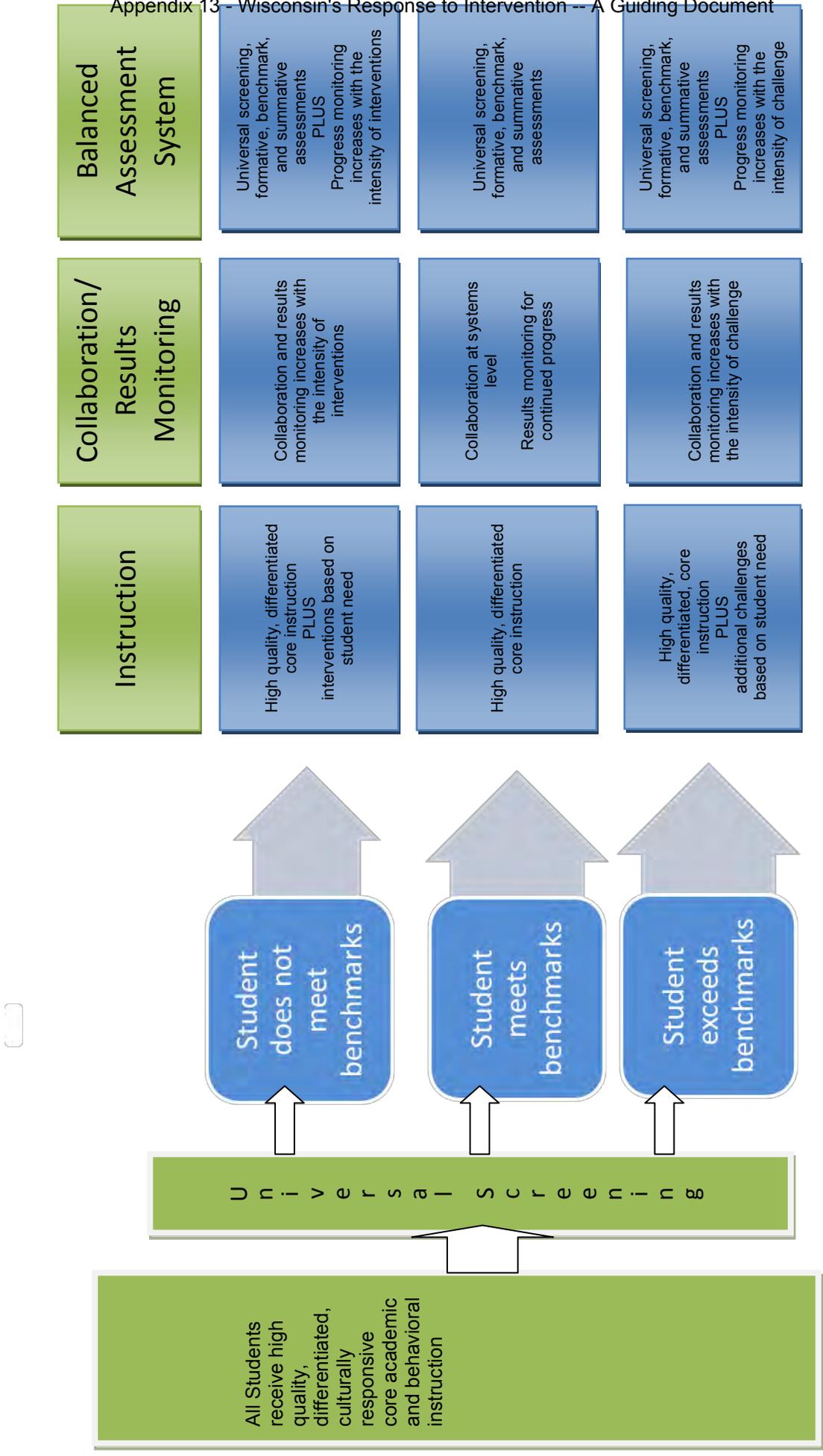
- High Quality Instruction
- Balanced Assessment
- Collaboration.

### *What is Unique about Rtl in Wisconsin?*

Wisconsin's vision for Rtl addresses both academics and behavior, employs culturally responsive practices within each of the three essential elements, and uses a strengths-based model to system- atically provide ALL students with the supports they need to succeed. Wisconsin stakeholders have developed the following guiding principles that provide the philosophical underpinning to Rtl and al- so serve as a reflective checkpoint to assess an enacted system:

- Rtl is for ALL children and ALL educators
- Rtl must support and provide value to effective practices
- Success for Rtl lies within the classroom through collaboration
- Rtl applies to both academics and behavior
- Rtl supports and provides value to the use of multiple assessments to inform instructional prac- tices
- Rtl is something you do and not necessarily something you buy
- Rtl emerges from and supports research and evidence-based practice.

# Wisconsin Response to Intervention Roadmap: A Model for Academic and Behavioral Success for All Students Using Culturally Responsive Practices



The Wisconsin RtI Roadmap (<http://dpi.wi.gov/rti/pdf/rti-roadmap.pdf>) illustrates how the three essential elements function within an enacted RtI system and how the system adjusts to meet the needs of students.

## High Quality Instruction

High quality instruction (curriculum, instruction, and assessment) is engaging, standards-based, data-driven, and research-based. Curriculum, instruction, and assessment that are grounded in the culturally responsive practices of relevance, identity, belonging, and community will serve to best engage all students. High quality curriculum and instruction should be culturally appropriate for the students being served and prepare all students for a multicultural world.



All students should receive high quality, culturally responsive core academic and behavioral instruction that is **differentiated** for student need and aligned with the Common Core State Standards (CCSS) for mathematics and English language arts and other state and local standards. Standards assist in providing consistent grade-level benchmarks. **Core instruction** refers to the curriculum, instruction, and assessment that all students receive. Core curriculum stems from and is directly shaped by the standards, the district curricular framework, and the effective use of formative, summative, and benchmark assessments. All curriculum and instructional practices should be examined against their evidence base and the educational context within which they will be implemented.

### *Intervention and additional challenge: Providing high quality instruction by responding to student need*

**Interventions** are intended to increase student performance in the general curriculum for students who are not meeting benchmarks in a particular curricular area. **Additional challenges** are intended to meet the needs of students who are exceeding benchmarks. For students whose screening data indicate they are either likely to not meet benchmarks or are likely to exceed benchmarks in a particular instructional area, educators use data in a collaborative process to determine appropriate interventions or additional challenges, which are matched to a student's particular area of need. Within this process, the intensity of intervention or additional challenge is also determined. Students continue to access core curriculum, instruction, and assessment in addition to these small group or individual interventions or additional challenges. In certain cases when students exceed benchmarks, a collaborative team may determine that an additional challenge may most appropriately take place in lieu of core instruction.



High quality instruction (curriculum, instruction, and assessment) is engaging, standards-based, data-driven, and research-based and is grounded in culturally responsive practices.

The process of identifying and using interventions and additional challenges is flexible and fluid. The intensity and nature of the interventions or additional challenges should be adjusted based on a student's responsiveness as evidenced by multiple data sources. Instructional time, frequency of instructional sessions, size of the instructional group, level of instruction, instructional technique, and instructional provider are examples of adjustments that can be made to respond to student need. Interventions and additional challenges, as components of high-quality instruction, should each be culturally responsive and appropriate for the students being served.

### ***Balanced Assessment System for Continuous Review of Student Progress***

Continuous review of student progress within a RtI system involves a balanced, systematic process of constant inquiry that uses multiple measures to determine the current skill level of a student or group of students, how students are responding to core curriculum and instruction, and how students are responding to interventions or additional challenges. No single test score should determine a student's experience at any phase of a RtI system. Rather, multiple types of data should be gathered, and their evidence should be considered. Educator and family input should also be sought in making decisions about the kinds of data collected (e.g. teacher observation, family interview, benchmark assessment scores, student self assessment) and should be considered as part of understanding the whole picture of a student's performance. In seeking broad experience and expertise in choosing and implementing assessment procedures, schools will be better equipped to enact culturally responsive practices that reflect the identity, community, sense of belonging, and relevance of the group of students and families served. Within a RtI system, universal screening and progress monitoring play a critical role in determining how best to respond to student need.



No single test score should determine a student's experience at any phase of a RtI system.

**Universal screening** is a process in which data from multiple measures are analyzed to determine whether each student is likely to meet, exceed, or not meet benchmarks and can be constructed for both academic and behavioral purposes. A screener is an assessment given as one part of the

screening process to establish a baseline from which students are beginning and to align the instructional starting point to student need. Screeners are typically a form of data collection designed to be easy, quick, and repeatable. Again, no single piece of data should determine a student's experience within a RtI system; multiple types of data (survey, interview, teacher observation, etc.) should be collected to assist in a complete universal screening process. Data from the universal screening process are used to make decisions about interventions and additional challenges. It is also important to note that universal screening data can be examined to determine if a change in core curriculum and instruction is needed.

**Progress monitoring** is a process used to assess a student's academic and behavioral performance, to measure student improvement or responsiveness to instruction, and to evaluate the effectiveness of instruction.<sup>[2]</sup> This process is also used to monitor a student's response to specific interventions or additional challenges. Progress monitoring can be formal (quantifiable, norm-referenced tools) or informal (teacher-developed formative tools) and can be implemented with individual students or an entire class. The frequency of progress monitoring will increase with the intensity of an intervention or additional challenge. Like universal screening, progress monitoring is a process, and thus data should include multiple pieces of evidence with a focus on individual student improvement as well as small group improvement.

RtI is a system for increased success for *all* students, and universal screening and progress monitoring are central to this system. RtI may also be used as a method for identifying students with **specific learning disabilities (SLD)**. As a student moves further toward a process of a SLD determination, by rule, the criteria of progress monitoring tools becomes more stringent to ensure strict consistency, fidelity, and reliability across the state. Making educational decisions based on multiple types of data is equally important to this process. For more information on the SLD determination process as it relates to a RtI system, see <http://dpi.wi.gov/sped/ld.html>.

## Collaboration

Collaboration is a process where people work together toward common goals. Collaboration as part of a RtI system includes educators, families, and communities working together both formally and informally. This partnership builds and implements a model that identifies and provides supports to students to increase their academic and behavioral success through data-based decision making. Collaborative protocols such as problem-solving processes and profes-



<sup>[2]</sup> National Center on Response to Intervention ([www.rti4success.org](http://www.rti4success.org))

sional learning communities (PLC) can be used to systematize discussions of student, class, grade, school, district, and state-level data. The frequency and intensity of collaborative teaming should increase with the intensity of student need.

Collaboration across subject areas, job titles, and among schools in a district also helps to establish a systemic and systematic approach to student support. Shared discussion around school schedules, course offerings, budget, staffing, and resource allocation can help to support decision making within a Rtl system that maximizes local resources. As with other practices within a Rtl system, all topics, formats, and outcomes should consider how culturally responsive practices such as relevance, identity, community, and sense of belonging impact collaboration.

### ***Multi-level System of Support***

Historically, school reform efforts often emphasized collaboration, high quality instruction, and balanced assessment. Rtl provides a systematic approach that integrates these three essential elements within a multi-level system of support to maximize student achievement. A multi-level system of support is the practice of systematically providing differing levels of intensity of supports (interventions/additional challenges, collaborative structures, monitoring of student progress) based upon student responsiveness to instruction and intervention.

Within a Rtl system schools: use data to identify students at risk for poor learning outcomes or in need of increased challenge, monitor student progress, intervene based on student need, and adjust the intensity and nature of interventions or challenges depending on a student's responsiveness. Factors, such as effective leadership, meaningful family and community involvement, and data-based decision-making, enhance a multi-level system of support.



A multi-level system of support is the practice of systematically providing differing levels of intensity of supports based upon student responsiveness to instruction and intervention.



## Getting Started

### Where does a district or school begin?

To begin, many local decisions must be made to set up systems that are best for the unique population and circumstances of the school and district. DPI encourages local education agencies (LEAs) to meaningfully include educators, families, and community members when making these decisions to ensure that local RtI systems are effective for their specific students. Examples of these decisions include core curriculum and instructional practices, universal screening and progress monitoring tools and processes, collaborative systems, best use of staff and resources to support all students, specific systems of support (e.g. the use of levels/tiers, thresholds for increased supports), etc.

### What are some DPI tools and resources to help a district or school implement RtI?

- **The Wisconsin RtI Self-Assessment Tool** (<http://dpi.wi.gov/rti/pdf/rtiselfassess.pdf>) is intended to assist school or district level teams who wish to discuss and reflect on their readiness to implement a RtI system and to provide ongoing opportunities for open-ended reflection, discussion, and planning.
- **The Wisconsin RtI Roadmap** (<http://dpi.wi.gov/rti/pdf/rti-roadmap.pdf>) provides a visual overview of an enacted Wisconsin RtI system.
- **The Wisconsin RtI Center** ([www.wisconsinrticenter.org](http://www.wisconsinrticenter.org)) is a collaborative project between DPI and the twelve CESAs to provide high quality RtI professional development and technical assistance regionally throughout Wisconsin. The Wisconsin Positive Behavioral Interventions and Supports (PBIS) ([www.wisconsinpbisnetwork.com](http://www.wisconsinpbisnetwork.com)) Network operates within the RtI Center.
- **Culturally Responsive Education for All: Training and Enhancement (CREATE)** ([www.createwisconsin.net](http://www.createwisconsin.net)) is a DPI funded statewide project to provide supports to districts with the goal of transforming schools and unlocking the potential of all students.
- **Common Core State Standards for English Language Arts and Mathematics** ([www.corestandards.org](http://www.corestandards.org)) are the newly adopted (June, 2010) Wisconsin English and mathematics standards.
- **Advancing Student Learning Through Distributed Instructional Leadership: A Toolkit for High School Leadership Teams** ([http://dpi.wi.gov/sprntdnt/pdf/distributed\\_leadership\\_toolkit.pdf](http://dpi.wi.gov/sprntdnt/pdf/distributed_leadership_toolkit.pdf)) will support school leaders in building and advancing the promising practice of leadership for learning teams.



### **How will DPI support districts implementing RtI?**

DPI has created web-based tools to help districts build and implement their RtI systems. For more information see [www.dpi.wi.gov/rti/index.html](http://www.dpi.wi.gov/rti/index.html). In addition, DPI has partnered with the twelve CESAs to create the Wisconsin RtI Center to coordinate statewide efforts between the CESAs and professional organizations and to support schools and districts implementing RtI. Visit the Wisconsin RtI Center website at [www.wisconsinrticenter.org](http://www.wisconsinrticenter.org) for information on resources, tools, and professional learning.

### **What is DPI's guidance on assessment tools used as part of a RtI system?**

DPI does not advocate for any specific assessment in a RtI system, nor does the department have a policy that would specify certain assessment tools that a district must use in a RtI process. These are local decisions to be discussed with local education stakeholders. Within a RtI process, DPI encourages educators to use a balanced assessment system. This balanced assessment system would include benchmark, formative, and summative assessments. For more information on balanced assessment see ([www.dpi.wi.gov/oea/nbasp.html](http://www.dpi.wi.gov/oea/nbasp.html)).

As a particular student moves closer to a specific learning disability (SLD) determination process, certain other requirements for assessments may apply. For more information on using RtI processes for SLD determination, see <http://dpi.wi.gov/sped/ld.html>.

### **What is the connection between RtI and Positive Behavioral Interventions and Supports (PBIS)?**

PBIS is one national model for implementing RtI to address behavior. It is a positive, school-wide, systematic approach based on a proactive RtI model. For more information on PBIS, visit the Wisconsin PBIS Network at [www.wisconsinpbisnetwork.org](http://www.wisconsinpbisnetwork.org).

### **How does a RtI system benefit English Language Learner (ELL) students, and what are the special considerations?**

A RtI system takes into account students' English language proficiency, academic proficiency, previous educational experiences, and cultural background. Given the unique characteristic of ELL

students, a Rtl system responds to the students' educational needs and offers an enhanced platform for learning. The systematic approach to Rtl provides the necessary structures to give all students the opportunity to learn the content through standards-based instruction and assessment and the equitable opportunity to reach mastery of such content.

### **How does a Rtl system benefit students with disabilities, and what are the special considerations?**

Rtl offers a systematic way of providing a comprehensive picture of student needs to make instructional decisions to respond to those needs. The systematic approach to Rtl provides the necessary structures to give all students the opportunity to learn the content through standards-based instruction and assessment and the equitable opportunity to reach mastery of such content. For students with disabilities, their Individualized Education Program (IEP) drives programming based on the student's disability related needs. For information on using a Rtl model for identifying students with specific learning disabilities (SLD), see <http://dpi.wi.gov/sped/ld.html>.

### **How does a Rtl system benefit students who are exceeding benchmarks, and what are the special considerations?**

A Rtl system can be successfully used to identify the needs of and provide appropriate programming for students with gifts and talents, as required by State Statute. Since Rtl is a school-wide initiative (i.e. systemic), it is an effective way to provide systematic and continuous services beyond the core curriculum for high-ability students. A Rtl system uses balanced assessment to provide a comprehensive picture of student needs in order to make instructional decisions to respond to those needs. Progress monitoring ensures that these learning opportunities are appropriate and result in student growth. For additional information on gifted and talented education, please refer to the *Gifted and Talented Resource Guide* published by the Wisconsin Department of Public Instruction at <http://dpi.wi.gov/cal/pdf/gtguide.pdf>.



## Glossary

### **Additional challenges**

Additional challenges are research-based strategies that are systematically used with a student or group of students whose screening data indicate that they are likely to exceed benchmarks.

The intensity of the challenge is matched to the intensity of student need and can be adjusted through many dimensions including length, frequency, and duration of implementation.

### **Core instruction**

Core instruction refers to the curriculum, instruction, and assessment that all students receive.

### **Culturally responsive practices**

Culturally responsive practices account for and adapt to the broad diversity of race, language, and culture in Wisconsin schools and prepare all students for a multicultural world. Within Wisconsin's vision for RtI, culturally responsive practices are evident in and infused throughout all levels of each of the three essential elements.

### **Data-based decision making**

Data-based decision making is the process of making instructional decisions for student success (both academically and behavioral) through ongoing collection and analysis of data.

### **Differentiated instruction**

Differentiated instruction is culturally and linguistically appropriate and reflects a dynamic adjustment to student needs such as readiness, interest, or learning style.

### **Intervention**

Academic or behavioral interventions are research-based strategies that are systematically used with a student or group of students whose screening data indicate that they are likely to not meet benchmarks. The intensity of interventions is matched to the intensity of student need and can be adjusted through many dimensions including length, frequency, and duration of implementation.

### **Multi-level system of support**

The practice of systematically providing differing levels of intensity of supports (interventions/ additional challenges, collaborative structures, monitoring of student progress) based upon student responsiveness to instruction and intervention.

### **Progress monitoring**

Progress monitoring is a process used to assess students' academic and behavioral performance, to measure student improvement or responsiveness to instruction, and to evaluate the effective-

ness of instruction. The frequency of progress monitoring increases with the intensity of an intervention or additional challenge.

### **Response to Intervention (Rtl)**

Rtl is a process for achieving higher levels of academic and behavioral success for all students. The three essential elements of high quality instruction, balanced assessment, and collaboration systematically interact within a multi-level system of support to provide the structures to increase success for all students. Culturally responsive practices are central to an effective Rtl system and are evident within each of the three essential elements. In a multi-level system of support, schools employ the three essential elements of Rtl at varying levels of intensity based upon student responsiveness to instruction and intervention.

### **Screening**

See **Universal Screening**.

### **Specific Learning Disability (SLD)**

Sec. 300.8(c)(10) Specific learning disability. (i) General. Specific learning disability means a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, that may manifest itself in the imperfect ability to listen, think, speak, read, write, spell, or to do mathematical calculations, including conditions such as perceptual disabilities, brain injury, minimal brain dysfunction, dyslexia, and developmental aphasia.

For information on using a Rtl model for identifying students with a specific learning disability (SLD), see <http://dpi.wi.gov/sped/ld.html>.

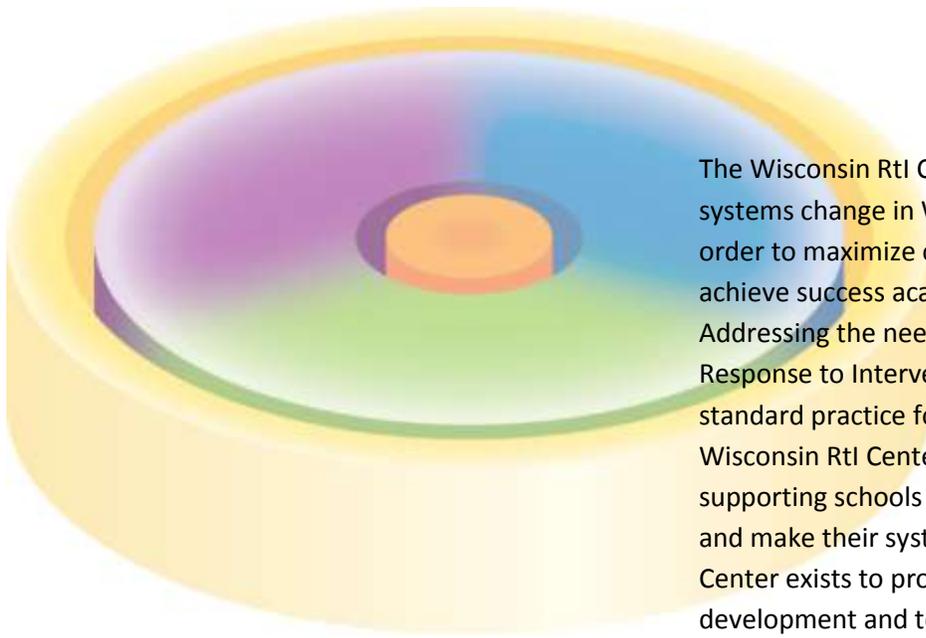
### **Universal screening**

Universal screening is a process through which data from multiple measures is accurately analyzed to determine whether each student is likely to meet, exceed, or not meet benchmarks and can be constructed for both academic and behavioral purposes.

# Trainings for Response to Intervention in Wisconsin

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2011-2012



The Wisconsin RtI Center's vision is to bring about systems change in Wisconsin school communities in order to maximize opportunities for all students to achieve success academically and behaviorally. Addressing the needs of all students through a quality Response to Intervention (RtI) system will become standard practice for districts and schools. The Wisconsin RtI Center accomplishes this goal by supporting schools as they learn how to implement RtI and make their systems sustainable. The Wisconsin RtI Center exists to provide high quality professional development and technical assistance, as well as to gather and disseminate RtI implementation data to support schools' implementation process.

[www.wisconsinRtIcenter.org](http://www.wisconsinRtIcenter.org)

## Recommended Scope & Sequence

Implementing a quality Response to Intervention (RtI) system is a process that takes several years to implement. Educational leaders starting their schools on the process towards sustainability should begin with **purpose building** sessions. These trainings will provide a crucial overview of the Wisconsin RtI Framework. During this time, school leadership teams also complete the Wisconsin RtI School-wide Implementation Review (SIR) on the Wisconsin RtI Center website. Teams use the results of the SIR to action plan for the following years and prioritize trainings to take in the following phase. Schools typically spend a year in the purpose building phase reaching consensus. During years two through five, building leadership teams can move on to **implementation** trainings, which will help schools layer on supports as they implement RtI. Implementation takes several years and multiple changes to go through in order to have quality implementation. **Full implementation** trainings are useful for schools as they continue to practice RtI with fidelity and monitor students' progress.

See the following page for a chart detailing the recommended continuum of professional development for schools working toward full implementation. The trainings in subsequent pages of this document are expected to be available in 2011–2012.

The Wisconsin RtI Center is partnering with the Cooperative Educational Service Agencies (CESAs), with support from the Wisconsin Department of Public Instruction, to create a network of trainers skilled in the Wisconsin RtI Framework. In addition to detailed descriptions of the purpose building sessions directly provided by Wisconsin RtI Center trainers, this document contains a listing of implementation trainings that can be accessed via this CESA Statewide Trainer's Network supported and trained by the Wisconsin RtI Center.

There are many workshops and trainings offered by various agencies and professional organizations across Wisconsin that are related to and support the Wisconsin RtI Framework. A complete and up-to-date list of Wisconsin RtI Center network of CESA statewide trainers & trainings can be found on the Wisconsin RtI Center website at [www.wisconsinRtIcenter.org](http://www.wisconsinRtIcenter.org).

# RtI Professional Development Continuum for systems change



**WISCONSIN**  
RtI Center

IDEA, CFDA #H-027



## Determine needs

*Take purpose building workshops; complete Wisconsin RtI School-wide Implementation Review (SIR) to determine needs.*

### Workshops

- RtI Foundational Overview
- RtI Framework Mapping

## Train and implement based on needs

*Your SIR results will direct to you the implementation trainings and supports that would benefit your team the most.*

<u>Elements on SIR</u>	<u>Training &amp; Supports</u>
High quality instruction (universal)	Universal Instructional Practices Review Reading/Math
Collaboration	Professional Learning Communities
Balanced assessment	Data Analysis Screening & Progress Monitoring
High quality instruction (selected/intensive)	Evidence-based Practices
Culturally responsive practices	CREATE
Family engagement	Family Engagement online module

## Maintain, refine skills, and exchange data stories

*Once you reach full implementation, maintain and refine skills and exchange data stories and strategies.*

### Supports

- Featured success stories
- Recognized schools

**Additional Supports for All Stages:**  
 Student Intervention Monitoring System  
 Assessment Literacy online module  
 Resources on Wisconsin RtI Center website



# Purpose Building

## WISCONSIN RTI FOUNDATIONAL OVERVIEW

**Description:** This session is an overview or informational workshop designed for school building teams working to design, implement, evaluate, and/or refine their building's RtI framework.

**Participants:** This session is designed for building level leadership teams. Key individuals who should be included are principals along with a cross section of staff. Parent representation on the team is encouraged.

**Support Documents to Use:** DPI RtI guiding documents, Wisconsin RtI School-wide Implementation Review, local achievement data, and current building-level goals

**Training Sequence:** This session is the beginning of a suggested sequence of RtI professional development opportunities. It provides a foundation to starting, further exploring, or evaluating a RtI framework within a school level building, and should be completed prior to participating in further Wisconsin RtI Center trainings and tools.

**Aim:** To provide an understanding of a RtI framework and to begin the determination of priorities and plan for action for the leadership teams.

### **Objectives:**

1. Provide a foundational overview of the Wisconsin RtI Framework.
2. Provide an opportunity for participants to consider the rationale of embracing and implementing a RtI framework in their school and their current "readiness" for the work.
3. Provide activities to support the selection and actions of a building RtI leadership team.
4. Present the Wisconsin RtI School-wide Implementation Review to teams for baseline evidence of current RtI practices in implementation.
5. Time to integrate or "braid" the identified priority into current building level goals and improvement plans.

**Learning Outcomes:** Upon completion of the Wisconsin RtI Foundational Overview, teams will be able to:

1. Understand the elements, components, and principles of the Wisconsin RtI Vision.
2. Create awareness of the rationale for change and to help determine readiness of the district/school to move forward with a RtI framework implementation.
3. Understand the factors to consider when selecting the RtI leadership team members.
4. Analyze baseline evidence of RtI components implementation determined by the completion of the Wisconsin RtI School-wide Implementation Review.
5. Integrate or braid initial action plans for implementation and professional development.

### **In Delivery**

**Length:** Full-day session

**Cost:** Funded by the Wisconsin RtI Center with nominal fee for teams to cover materials & food

**When and Where:** Offered regionally throughout the year in partnership with the CESAs. Location is determined by CESAs for greatest accessibility for school teams

**Delivered by:** Wisconsin RtI Center

## RTI FRAMEWORK MAPPING

**Description:** This session provides a process whereby school teams articulate or “map” current resources, practices, and processes in place that enhances their RtI framework. The teams map their multi-level systems of support around the essential elements of high quality instruction, collaboration, and balanced assessments. Strengths, gaps, and future steps for implementation are determined through probing questions and reflective analysis of the completed map.

**Participants:** This workshop is designed for grade-level/content-area leadership teams. Key individuals who should be included are grade-level/content-level teams focused on curriculum, instruction, and assessment.

**Support Documents to Use:** DPI RtI guiding documents, Wisconsin RtI School-wide Implementation Review, local curriculum articulation documents

**When Provided:** This session has been specifically designed to occur second in a sequence of professional development opportunities. RtI Framework Mapping is recommended to all schools *after* participating in the Wisconsin RtI Foundational Overview and prior to participation in the further specific RtI trainings.

**Aim:** To provide a process to articulate or “map” a building’s current level of RtI implementation directly related to multi-level systems of support around high quality instruction, collaboration, and balanced assessment; to help teams determine what current school structures to build on, determine area of need, and develop next step actions.

### **Objectives:**

1. Provide further understanding and deeper familiarity with the Wisconsin RtI Framework.
2. Provide teams the time and direct facilitation activities to “map” or define their current reality specifically aligned with the Wisconsin RtI School-wide Implementation Review.
3. Organizationally map the RtI components that are established/systematic and those components still needing implementation within your building.
4. Understand how to braid current efforts of school improvement around the Wisconsin RtI Framework.

**Learning Outcomes:** Upon completion of RtI Framework Mapping, teams will be able to:

1. Map or define a grade level’s or content area’s current level of RtI implementation around the three essential elements of high quality instruction, collaboration, and balanced assessment.
2. Become more time efficient and effective when responding to both system and student needs.
3. Efficient and consistent communications regarding systems practices and resources.
4. Further articulate strengths and gaps regarding the Wisconsin RtI Framework.
5. Determine a “braided” next step plan of action to develop, implement, or sustain practices within the essential elements.

### **In Delivery**

**Length:** Full-day session

**Cost:** Funded by the Wisconsin RtI Center with nominal fee for teams to cover materials & food

**When and Where:** Offered regionally throughout the year in partnership with the CESAs. Location is determined by CESAs for greatest accessibility for school teams

**Delivered by:** Wisconsin RtI Center

# Implementation

## UNIVERSAL INSTRUCTIONAL PRACTICES REVIEW (READING/MATH)

**Description:** A critical review of universal programming requires objective and in-depth analysis. This training will offer the recommendations and procedures for analyzing critical elements of a building's universal instructional programs. Questions are addressed regarding the importance and process of a core program. Guidelines regarding best practices, common core, and alignment to other state academic standards, instructional time, differentiated instruction, and assessment are discussed.

**Creation:** Fall 2011

**Delivery to Schools:** Winter 2012

**Trainer of Trainer Series:** Spring 2012

**Delivered by:** CESAs & Statewide Network list of trainers

## PROFESSIONAL LEARNING COMMUNITIES

**Description:** Using the Solution Tree model and materials, teams are led through facilitated activities to create an effective system of collaboration focusing on student achievement results. Activities, tools, and guidance offered in this series address readiness and foundational components necessary to be in place for continued success with RtI implementation.

**Trainer of Trainer Series:**

Current

**Delivered by:** CESAs & Statewide Network list of trainers

## DATA ANALYSIS: SCREENING & PROGRESS MONITORING

**Description:** Implementing and analyzing data from an effective screening and progress monitoring process are addressed. Aligned with the DPI balanced assessment materials, teams engage in practices that effectively analyze data at each level of commitment: student, classroom, content, school, and district

**Creation:** Summer 2011

**Delivery to Schools:** 9/2011

**Trainer of Trainer Series:** Winter 2011–2012

**Delivered by:** CESAs & Statewide Network list of trainers

## ASSESSMENT LITERACY MODULES

**Description:** Online modules and supporting toolkits provide teams the following modules of information: 1) Fundamentals of Assessment, 2) Assessment OF Learning, 3) Assessment FOR Learning, and 4) Assessment AS Learning. In addition, the materials will include the integration of DPI's balanced assessment chart and will bring in knowledge and skills related to "screeners" and "progress monitoring tools." Lastly this module series include a needs assessment tool that districts can use in order to assess their current balanced assessment system.

**Available:** Fall 2011

**Accessed through:**  
[www.wisconsinRtlcenter.org](http://www.wisconsinRtlcenter.org)

## EVIDENCE-BASED PRACTICES

**Description:** Resources and processes for implementing evidence-based practices as well as assessing current practices for evidence of effectiveness will be covered. This includes the addressing the implementation of interventions for students below benchmark and challenges for students above benchmark in order to deliver high quality instruction to all.

**Delivery to Schools:** Spring 2012

**Trainer of Trainer Series:** Fall 2012

**Delivered by:** CESAs & Statewide Network list of trainers

# Full Implementation

## SYSTEMS COACHING IN A RTI FRAMEWORK

**Description:** Coaches Training Series and regional supports coordinated by the Wisconsin RtI Center.

**Participants:** Internal district coaches and external coaches supporting any systems change process such as RtI, PBIS, CREATE, school improvement, etc.; instructional and literacy coaches; principals and district leaders.

**When Provided:** Annually

**Aim:** To provide school- and district-level coaches with the skills to effectively coach individuals and teams through their systems change efforts.

**Objectives:**

1. Provide general effective coaching skills training and tools.
2. Provide content specific knowledge and skills.
3. Provide structured network between coaches across the state.

**Learning Outcomes:**

1. Learn and practice coaching strategies for systems change.
2. Learn and practice coaching strategies for individuals and teams for the implementation of high quality instruction, balanced assessment, collaboration, and culturally responsive practices with fidelity and mastery, in a multi-level system of support.
3. Acquire and practice effective coaching skills and dispositions.
4. Learn and use the coaching format in a variety of coaching situations with both individuals and teams.
5. Understand the mentoring-coaching continuum and differentiate coaching strategies in response to individuals' and teams' knowledge, skills and needs, stages of change implementation, and levels of development.
6. Establish coaching as ongoing aspect of a school's or district's culture and the capstone of a systematic professional development program aligned with goals and plans for improved student learning.

**Beginning:** Winter 2011

**Length:** 6 sessions

**Cost:** \$300 per participant

**When and Where:** locations across the state, selected for accessibility to participants

## FAMILY ENGAGEMENT IN A RTI FRAMEWORK

**Description:** Online modules and supporting toolkits provide teams, inclusive of family representatives, information on the fundamentals of RtI for families, and link this information to research-based best practices in meaningful family-school-community engagement. Activities will integrate the fundamental

**Available:** Fall 2011

**Accessed through:**  
[www.WisconsinRtICenter.org](http://www.WisconsinRtICenter.org)

components of the Wisconsin RtI Framework at the universal, supplemental, and intensive levels with family engagement activities identified in Epstein’s six types of family involvement.

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## DEMONSTRATION SITES

**Description:** Through an invitation to apply and selection process, schools partner with the Wisconsin RtI Center for the purpose of piloting and/or studying a specific approach, strategy, or tool. The school receives Wisconsin RtI Center technical assistance support and access to training in exchange for agreeing to participate in structured data collection with the Center.

**Participants:** Contact the Wisconsin RtI Center for more information

**Criteria for Participants:** Annual application process

**Aim:** To facilitate systems change on a case study basis in order to share and disseminate evidence-based practices.

**Objectives:**

Provide direct support to school level teams in exchange for evidence of effective practice.

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**Beginning:** Fall 2011

**Coordinated by:** Wisconsin RtI Center in partnership with NCRtI

## FEATURED SUCCESS STORIES/ RECOGNIZED SCHOOLS

**Description:** School sites share their implementation story and example resources and/or to receive recognition as a Wisconsin RtI systems site.

**Aim:** To provide peer-to-peer sharing as well as community recognition to schools reaching goals while providing a network model to others.

**Objectives:**

1. Provide the school-level team recognition of efforts.
2. Provide the state a network of school-level models of effective processes and practices.
3. Facilitate organized networking between schools in order to support and enhance their efforts.

**Beginning:** 2011–2012

**Coordinated by:** Wisconsin RtI Center

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## State Superintendent's Technical Advisory Committee

### Agenda

#### Wednesday, March 14, 2012

Department of Public Instruction

Via Conference Call:

Toll-free: +1-8773817791

Toll: +1-6318654500

Participant Code: 1592418803

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| <b>9:00-9:15</b>   | <b>Greetings and Introductions</b><br>Lynette Russell, Assistant State Superintendent, DPI |
| <b>9:15-9:30</b>   | <b>Next Generation Accountability System Overview</b><br>Laura Pinsonneault, Director, OEA |
| <b>9:30-10:15</b>  | <b>WKCE Cut-Score Changes</b><br>Duane Dorn, OEA   |
| <b>10:15-11:00</b> | <b>Accountability Index Sub-Scale Areas</b><br>Laura Pinsonneault, OEA                     |
| <b>11:00-11:45</b> | <b>Accountability Index Standard Setting</b>   |
| <b>11:45-12:00</b> | <b>Wrap Up/Next Agenda Items/Adjourn</b><br>Next TAC Meeting Scheduled for April 10, 2012  |



## State Superintendent's Technical Advisory Committee

### Agenda

**Tuesday, April 10, 2012**

Department of Public Instruction

Via Conference Call:

Toll-free: +1-8773817791

Toll: +1-6318654500

Participant Code: 1592418803

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|--------------------|--|
| <b>9:00-9:10</b>   | <b>Greetings and Introductions</b><br>Lynette Russell, Assistant State Superintendent, DPI   |
| <b>9:10-9:30</b>   | <b>Overview of Current Accountability System Status</b><br>Laura Pinsonneault, Director, OEA |
| <b>9:30-10:45</b>  | <b>Accountability Index – Combining Sub-scale Areas</b><br>OEA Staff                         |
| <b>10:45-11:15</b> | <b>AMOs</b><br>Laura Pinsonneault, OEA   |
| <b>11:15-12:15</b> | <b>Identifying and Exiting Focus, Priority, and Reward Schools</b><br>OEA Staff              |
| <b>12:15-12:30</b> | <b>Wrap Up/ Adjourn</b><br>Next Steps  |

### PRINCIPLE 3 – EDUCATOR EFFECTIVENESS PLANNING CHART

Below is one example of a format an SEA may use to provide a plan to meet a particular principle in the *ESEA Flexibility*.

Key Milestone or Activity	Detailed Timeline (completed)	Party or Parties Responsible	Evidence (Attachment)	Resources (e.g., staff time, additional funding)
Design EE system	October 2011	EE Design Team	<a href="http://dpi.wi.gov/tepd/edueff.html">http://dpi.wi.gov/tepd/edueff.html</a>	Staff time, meeting rooms, materials development, regional and national expertise
Release EE framework	November 2011	DPI	<a href="http://dpi.wi.gov/eis/pdf/dpinr2011_125.pdf">http://dpi.wi.gov/eis/pdf/dpinr2011_125.pdf</a> <a href="http://dpi.wi.gov/tepd/pdf/ee_report_prelim.pdf">http://dpi.wi.gov/tepd/pdf/ee_report_prelim.pdf</a>	Staff time, materials development, regional and national expertise
Convene EE Coordinating Council (stakeholder group)	December 2011	DPI		Staff time, meeting rooms, materials development, regional and national expertise
Contract with Wisconsin Center for Education Research (WCER) for development work	January 2012	DPI		Staff time, contract development
Contract with Wisconsin Center for Education Research (WCER) for piloting work	May 2012	DPI		Staff time, contract development
Convene SLO workgroup	January 2012	DPI/WCER	<a href="http://dpi.wi.gov/tepd/edueff.html">http://dpi.wi.gov/tepd/edueff.html</a>	Staff time, meeting rooms, materials development, regional and national expertise
Convene principal rubric workgroup	January 2012	DPI/WCER	<a href="http://dpi.wi.gov/tepd/edueff.html">http://dpi.wi.gov/tepd/edueff.html</a>	Staff time, meeting rooms, materials development, regional and national expertise
Convene teacher rubric workgroup	January 2012	DPI/WCER	<a href="http://dpi.wi.gov/tepd/edueff.html">http://dpi.wi.gov/tepd/edueff.html</a>	Staff time, meeting rooms, materials development, regional and national expertise
Convene data systems and management workgroup	April 2012	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise
Legislate EE system	April 2012	Legislature, DPI	<a href="http://docs.legis.wisconsin.gov/2011/related/acts/166">http://docs.legis.wisconsin.gov/2011/related/acts/166</a>	Staff time, consultation time
Developmental pilot plans	May 2012	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise
Establish training plans for pilot districts	April – June 2012	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise
Identify districts for development pilots	May - June 2012	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, technology for online submission
Pilot principal rubric	July 2012 – June 2013	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, training tools
Pilot teacher rubric	July 2012 – June 2013	DPI/WCER		Staff time, meeting rooms, materials development, regional and national

Appendix 17 - HQ Plan for Principle 3

				expertise, training tools
Pilot SLO rubric	July 2012 – June 2013	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, training tools
Evaluate developmental pilot	July 2012 – August 2013			Staff time, meeting rooms, materials development, regional and national expertise, evaluation tools
Develop/adapt system for support personnel	July 2012 – June 2013	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, training tools
Develop statewide pilot plan	January – August 2013	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise
Pilot EE system	September 2013 – June 2014	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, training tools
Establish evaluation plan		DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, evaluation tools
Establish training plans for statewide implementation	June 2013- August 2013	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, evaluation tools
Training for statewide implementation	September 2013 – June 2014	DPI/WCER		Staff time, meeting rooms, materials development, regional and national expertise, training tools
Implement EE system statewide	September 2014 – June 2015	DPI/LEAs		Staff time, meeting rooms, materials development, regional and national expertise, training tools, evaluation tools