Turnaround Plan Wheatley Elementary School

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3 year turnaround plan

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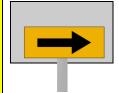
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	8 Principles of School Improvement Pla	nning
Principle #1	Elevate school improvement as an urgent priority at every level of the system and establish clear roles, lines of authority, and responsibilities for improving low-performing schools	If everything's a priority, nothing is.
Principle #2	Make decisions based on what will best serve each and every student with the expectation that all students can and will master the knowledge and skills necessary for success in college, career, and civic life. Challenge and change existing structures or norms that perpetuate low performance or stymie improvement.	If everything's a priority, nothing is.
Principle #3	Engage early, regularly, and authentically with stakeholders and partners so improvement is done with and not to the school, families, and the community.	If you want to go far, go together.
Principle #4	Select at each level the strategy that best matches the context at hand—from LEAs and schools designing evidence-based improvement plans to SEAs exercising the most appropriate state-level authority to intervene in non-exiting schools.	One size does not fit all.
Principle #5	Establish clear expectations and report progress on a sequence of ambitious yet achievable short- and long-term school improvement benchmarks that focus on both equity and excellence.	What gets measured gets done.
Principle #6	Implement improvement plans rigorously and with fidelity, and, since everything will not go perfectly, gather actionable data and information during implementation; evaluate efforts and monitor evidence to learn what is working, for whom, and under what circumstances; and continuously improve over time.	Ideas are only as good as they are implemented.
Principle #7	Dedicate sufficient resources (time, staff, funding); align them to advance the system's goals; use them efficiently by establishing clear roles and responsibilities at all levels of the system; and hold partners accountable for results.	Put your money where your mouth is.
Principle #8	Plan from the beginning how to sustain successful school improvement efforts financially, politically, and by ensuring the school and LEA are prepared to continue making progress.	Don't be a flash in the pan

BUILDING AN EFFECTIVE TURNAROUND PLAN Preparing to Write an Improvement Plan Build a responsive and effective team focused on continuous improvement Familiarize the team with the Key Core Work Processes Have team members survey the Diagnostic Review Report Identify one Improvement Priority from the Diagnostic Review Report on which to focus Essential Question 1: What do our improvement priorities Improvement Priority Deconstruction specifically tell us to do? Identify the concepts that are the basis of the standard Identify the actions required *Understand the process will most likely require you to break-down the actions into sub-components in order to fully address the priority. Essential Question 2: How do we know what school Key Core Work Processes Needs Assessment practices, processes, and conditions lead to improved student achievement? Examine KCWPs Identify the suitable KCWP(s) that will strategically address the IP Reference the Needs Assessment tool to guide: · defining how the school's work will be accomplished The team decides on identify the processes and resources necessary strategies to systematically address Evidence-Based Complete · support delivery of programs and services the process, practice, or condition Practices (EBP) ensure purposeful continuous improvement of the process needing change. for each Review I.P. practice - is it effective? Circle of Influence and Barrier Identification Does it meet Brainstorm obstacles that will impede the work from the IP the level Essential Question 3: required by Determine the level of influence/control of each obstacle What are the barriers for I.P. ESSA? Obstacles that you can influence/control, complete a root cause analysis (e.g. 5 implementation and what are the root Evaluate - Use causes? tools such as the Hexagon to Determine solutions for obstacles to incorporate into the process rate possible practices/ new Essential Question 4: Activities as Action Steps innovations to What steps are needed to support the process/practice/condition? find best fit for Determine activities that will be used to deploy the chosen strategy needs Activities - Turnaround Plan Template Complete auestions/ · serve the process, practice, or condition narrative - see one per I.P. must be evidence-based (EBP) the Turnaround project necessary funding (SIF Grant Application) Plan · include methods of monitoring and measurement

Turnaround Plan Overview and Implementation Process

Turnaround
Plan (3 year
strategic plan)
with FOCUS on
the Diagnostic
Review
Improvement
Priorities.



First 45 Day Plan

These are the immediate next steps for school improvement derived from the overall three year turnaround plan.



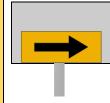
Check Point 1
A specific process
for CSI school
leadership teams
along with AIS
and KDE
personnel to
discuss
implementation
and impact of 45
Day plan and
quarterly report
data. Develop
next steps for the
next 45 days



Second 45 Day Plan

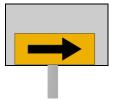
These are the immediate next steps for school improvement derived from the overall three year turnaround plan.

Check Point 2
A specific process
for CSI school
leadership teams
along with AIS
and KDE
personnel to
discuss
implementation
and impact of 45
Day plan and
quarterly report
data. Develop
next steps for the
next 45 days

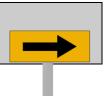


Third 45 Day Plan

These are the immediate next steps for school improvement derived from the overall three year turnaround plan.



Check Point 3
A specific process for CSI school leadership teams along with AIS and KDE personnel to discuss implementation and impact of 45
Day plan and quarterly report data. Develop next steps for the next 45 days



Fourth 45 Day
Plan
These are the
immediate next
steps for school
improvement
derived from the
overall three year
turnaround plan.

Annual Analysis of the CSI School's Turnaround Planning Process

A self-assessment of the CSI school's ability to develop, implement, monitor, and evaluate the turnaround plan.

School Name

Wheatley Elementary

Vision

(Please record the school's mission statement in the box below.)

Each student at Phillis Wheatley will be reading on grade level upon the completion of third grade and will be at or above grade level in all core subjects upon entry into middle school

Mission

(Please record the school's vision statement in the box below.)

We pledge to work collaboratively to provide intentional, high-quality instruction in order to educate and prepare our students to compete and contribute to society throughout life.

Stakeholder Involvement

(Who is responsible for the development, implementation, monitoring, and evaluation of this plan? Please include job role(s). This should be the school's turnaround team.)

William Bunton - Principal / Keisha Fulson - Assistant Principal / Tamara Bass - School Counselor / Dr. Shannon Stone - Education Recovery Specialist / Jackie Carter - Resource Teacher / Nyree Clayton-Taylor - Academic Instructional Coach / Hyun Kang-Wilson - Teacher / Dr. Sonya Burton - Teacher

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Accountability Area	Goals These are the aim statements the school will be reaching 3 years from now.	Objectives These are aim statements the school will be reaching this school year.		
Proficiency	Students grades 3-5 will meet the goal of % Proficient and Distinguished on the KPREP by 2023. (R=30.4%, M=23.6%)	Proficiency Objective #1: Students will meet the overall 16% of P/D for reading on the 2020 KPREP. Proficiency Objective #2: Students will meet the overall 8% of P/D for		
Separate Academic	Students will meet the goal of % Proficient and Distinguished on the KPREP by 2023	math on the 2020 KPREP. Separate Academic Indicator Objective 1: Students will meet the overall 12% of P/D for writing on the 2020 KPREP. Seperate Academic Indicator Objective 2: Students will meet the overall		
Indicator	science 22.4%) .	13% of P/D for social studies on the 2020 KPREP. Seperate Academic Indicator Objective 3: Students will meet the overall 6% of P/D for science on the 2020 KPREP		
Growth	By the end of the 2019-2020 school year, our school will increase the percentage of students meeting their projected growth by 5% in Reading and Math as measured by MAP.	By the end of the 2019-2020 school year, our school will increase the percentage of students meeting their projected growth by 5% in Reading and Math as measured by MAP. KCWP 2: Design and Deliver Instruction		
Achievement Gap		Achievement Gap Objective #1: Students will meet the overall 16% of P/D for reading on the 2020 KPREP. Students will meet the overall 16% of P/D for reading on the 2020 KPREP. Achievement Gap Objective #2: Students will meet the overall 16% of P/D for reading on the 2020 KPREP. Students will meet the overall 16% of P/D for reading on the 2020 KPREP."		

	INADDOVENACNIT DDIODITY US
IMPROVEMENT PRIORITY #1	IMPROVEMENT PRIORITY #2
Involve appropriate stakeholders in the collection, analysis, and use all	
available data to consistently and clearly communicate and implement	Execute the adopted instructional processes to monitor, adjust,
strategies and activities to achieve measurable academic and behavioral	and ensure quality implementation of instructional practices.
outcomes.	
Improvement Priority Deconstruction	Improvement Priority Deconstruction
(What does this statement specifically say we must do or change? Use school	(What does this statement specifically say we must do or change? Use
friendly terms.)	school friendly terms.)
Consistently use data to change practice for better measurable outcomes.	Execute the adopted instructional process to monitor, adjust, and ensure quality implementation of instructional practices.
	quality implementation of instructional practices.
Strategies to Address Im	nrovement Priorities
Identify the strategy your school will use to address the identified improvement	
description of the context of how	· · · · · · · · · · · · · · · · · · ·
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(The link to the KCWP can be	· · · · · · · · · · · · · · · · · · ·
·	found below this box.)
(The link to the KCWP can be	found below this box.)
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(The link to the KCWP can be https://education.ky.gov/school/s	ratclsgap/Pages/default.aspx KCWP 1: Design and Deploy Standards X KCWP 2: Design and Deliver Instruction
(The link to the KCWP can be https://education.ky.gov/school/s KCWP 1: Design and Deploy Standards	Efound below this box.) tratclsgap/Pages/default.aspx KCWP 1: Design and Deploy Standards X KCWP 2: Design and Deliver Instruction We will provide greater (narrower) clarity and coaching on monitored
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(The link to the KCWP can be https://education.ky.gov/school/s KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy X KCWP 4: Review, Analyze, and Apply Data	Efound below this box.) tratclsgap/Pages/default.aspx KCWP 1: Design and Deploy Standards X KCWP 2: Design and Deliver Instruction We will provide greater (narrower) clarity and coaching on monitored instructional practices.
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(The link to the KCWP can be https://education.ky.gov/school/s KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy X KCWP 4: Review, Analyze, and Apply Data Teachers don't have the skill to create quality assessments because they don't know the standards. We will provide modeling of identifying and deconstructing essential	x KCWP 1: Design and Deploy Standards X KCWP 2: Design and Deliver Instruction We will provide greater (narrower) clarity and coaching on monitored instructional practices. KCWP 3: Design and Deliver Assessment Literacy
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Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Materials/ Funding	KCWP Connection	Monitoring/ Measurement
Behavior Strategies and Support: AlS Week: Teachers will undergo one full day social-emotional training including Second Steps core program and basic behavior management strategies. Additional professional development will be offered throughout the school year. Wheatley will restructure the behavior management plan and support teachers in writing classroom management plans. Wheatley will begin a once a month behavior PLC with all stakeholders. Lead team will support community building by becoming part of the morning meetings in classrooms.	IP# 2 Standard 2.7 Evidence Based Practice: Teacher Clarity Evidence Based Practice: Shipley Continuous Improvement	 Second Steps Kits \$6,000 Morning Meeting Books \$500 Stipend for after school professional development \$3,000 	KCWP #2: Design and Deliver Instruction	The school will develop, implement, and document a formal process to consistently use data to change behavioral practice for better measurable outcomes for students. This process will include: • Walkthrough tools • Feedback to teachers • Lead team will monitor walkthrough data to identify themes and needed changes and support throughout the building. • Drummond screener will be used three times a year to tier behavior students based on need (intrinsic/extrinsic) • Behavior PLC Agenda minutes will be monitored using the PDSA protocol four times a year (every cycle).
Wheatley University for Academic and Behavior	IP #1 Standard 1.3	Stipend for after school	KCWP #4: Review,	The school will use all available data to consistently and clearly communicate and

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Materials/ Funding	KCWP Connection	Monitoring/ Measurement
Support: Wheatley University will provide targeted professional development to teachers to enhance their knowledge and skills in behavior and academics. Teachers will be supported based on their highest need.		professional development \$3,000	Analyze, Apply Data Results	implement strategies and activities to achieve measurable academic and behavioral outcomes. A quarterly action plan will be developed to identify specific strategies, action steps, monitor implementation and effectiveness, and inform next steps that will strengthen teacher capacity using data from: • AIS Walkthrough Form • Teacher Coaching Forms • Teacher Reflection/Sign-in sheets
Jim Shipley: Orientation to a Systems Approach to Continuous Improvement and School Improvement Planning for Performance Excellence. The lead team will participate in this training to gain knowledge and skills to implement an aligned CSIP (Turnaround Plan) that uses Performance Excellence Criteria as an approach to continuous improvement using a systems approach.	IP #1 Standard 1.3 IP #2 Standard 2.7 Evidence Based Practice: Shipley Continuous Improvement	\$0	KCWP #4: Review, Analyze, Apply Data Results	A quarterly action plan will be developed to consistently use data to change practice for better measurable outcomes. This action plan will monitor our school systems using: 45 Day Plan Shipley System – School wide Checks (Levels 1-3)
Professional Learning		Learning By Doing	KCWP#2	A quarterly action plan will be developed to identify
Communities:	1.3	Books \$1,500	Design and	specific action steps, monitor implementation and
Teachers will participate	IP #2 Standard	Calutian Tree	Deliver	effectiveness, and inform next steps. This plan will
with administrators in a	2.7	Solution Tree	Instruction	include:

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Materials/ Funding	KCWP Connection	Monitoring/ Measurement
guided, professional development book study throughout the year with Learning By Doing Teachers will participate with administrators in professional training with Solution Tree prior to the start of the school year. Staff will participate in weekly structured PLC's based on the DuFour's model for PLC. Teachers will complete a plus/delta at the end of the year that will inform support for year 2.	Evidence Based Practice #1: Professional Learning Communities Evidence Based Practice: Shipley Continuous Improvement	\$45, 000	KCWP #4 Review, Analyze, Apply Data Results	 Lead team monitoring PLC agendas weekly. Continuous Improvement Cycle using Plan, Do, Study, Act four times during the school year. Teachers will utilize a PLC Implementation Rubric to complete a plus/delta of the PLC process three times (October, December, March) during the school year. Lead team will adjust practices based on this feedback.
Standards Deconstruction & Essential Standards Alignment: • Teachers will receive grade level copies of the KAS standards. Teachers will have afterschool professional development on the meaning of ELA and math standards delivered by standards developers.	IP #2 Standard 2.7 Evidence Based Practice: Teacher Clarity	 Teacher hourly stipend for Cycle 1 planning July - \$13,200 Teacher after school hourly stipend for remaining cycle planning-\$11,000 	KCWP #2 Design and Deliver Instruction	Wheatley will execute the adopted instructional process to monitor, adjust, and ensure quality implementation of instructional practices. To ensure teachers fully understand the intent of KAS, lead team will: • Use a protocol to ensure instructional planning templates are meeting the criteria and depth of the standard. • Instructional walkthroughs will: · Monitor that lesson Frames are aligned to student work. · Identify common instructional themes and needed instructional

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Materials/ Funding	KCWP Connection	Monitoring/ Measurement
 Teachers will visit other model schools to gain an understanding of the work in practice. Teachers will work with Academic Coach and Resource Teacher prior to school starting to identify Wheatley Essential Standards. Teachers will have cycle planning four times during the school year to fully develop units focused on essential standards. During this time, teachers will develop common formative assessments that align to the rigor of the standard. 				changes or support throughout the building.
	IP #2 Standard 2.7	Math In Practice \$4,000	KCWP #2 Design and	

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Materials/ Funding	KCWP Connection	Monitoring/ Measurement
Reading and Math Instructional Strategies Training:	Evidence Based Practice: Teacher Clarity	 Math In Practice Professional Development \$5,000 Fundamental Five Books \$500 	Deliver Instruction	Lead team will execute the adopted instructional processes to monitor, adjust, and ensure implementation of instructional strategies using: Walkthroughs will identify: Lesson Frames that are aligned to student work. Instructional themes and needed changes for support throughout classrooms.

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
Behavior Strategies and Support: AIS Week: Teachers will undergo one full day social-emotional training including Second Steps core program and basic behavior management strategies. Additional professional development will be offered throughout the school year. Wheatley will begin a once a month behavior PLC with all stakeholders. Lead team will support community building by becoming part of the morning meetings in classrooms.	IP# 2 Standard 2.7 Evidence Based Practice: Teacher Clarity Evidence Based Practice: Shipley Continuous Improvement	AIS Week	KCWP#2 Design and Deliver Instruction	The school will implement, and document the process to consistently use data to change behavioral practice for better measurable outcomes for students. This process will include: • Walkthrough tools • Feedback to teachers • Lead team will monitor walkthrough data to identify themes and needed changes and support throughout the building. • Drummond screener will be used three times a year to tier behavior students based on need (intrinsic/extrinsic) • Behavior PLC Agenda minutes will be monitored using the PDSA protocol four times a year (every cycle).
Wheatley University for Academic and Behavior Support: Wheatley University will provide targeted professional development to teachers to enhance their knowledge and	IP #1 Standard 1.3	 Stipend for after school professional development \$3,000 	KCWP #4 Review, Analyze, Apply Data Results	The school will use all available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes.

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
skills in behavior and academics. Teachers will be supported based on their highest need.				A quarterly action plan will be developed to identify specific approaches that will strengthen teacher capacity using data from: • AIS Walkthrough Form • Teacher Coaching Forms • Teacher Reflection/Sign-in sheets
Monitoring of Professional Learning Communities: • Teachers will have a one-day review of the established Wheatley PLC process. We will revisit norms, protocols, and scheduling.	IP #1 Standard 1.3 IP #2 Standard 2.7 Evidence Based Practice #1: Professional Learning Communities Evidence Based Practice: Shipley Continuous Improvement	AIS Days	KCWP#2 Design and Deliver Instruction KCWP #4 Review, Analyze, Apply Data Results	A quarterly action plan will be developed to identify specific action steps, monitor implementation and effectiveness, and inform next steps. This plan will include: • Lead team monitoring PLC agendas weekly. • Continuous Improvement Cycle using Plan, Do, Study, Act four times during the school year. • Teachers will utilize a PLC Implementation Rubric to complete a plus/delta of the PLC process three times (October, December, March) during the school year. Lead team will adjust practices based on this feedback.
Standards Deconstruction & Essential Standards Alignment: • Teachers will have cycle planning four times during the school year to fully develop	IP #2 Standard 2.7 Evidence Based Practice: Teacher Clarity	AIS Days Hourly Professional Development Stipend-\$10,000	KCWP #2 Design and Deliver Instruction	Wheatley will execute the adopted instructional process to monitor, adjust, and ensure quality implementation of instructional practices. To ensure teachers fully understand the intent of KAS, lead team will:

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
units focused on essential standards. During this time, teachers will develop common formative assessments that align to the rigor of the standard.				 Use a protocol to ensure instructional planning templates are meeting the criteria and depth of the standard. Instructional walkthroughs will: Monitor that lesson Frames are aligned to student work. Identify common instructional themes and needed instructional changes or support throughout the building.
Jim Shipley: The lead team will use a Systems Approach to Continuous Improvement and School Improvement Planning for Performance Excellence. The lead team will use Shipley strategies to help monitor the effectiveness of the school turn-around plan.	IP #1 Standard 1.3 IP #2 Standard 2.7 Evidence Based Practice: Shipley Continuous Improvement	\$0	KCWP #4: Review, Analyze, Apply Data Results	A quarterly action plan will be developed to consistently use data to change practice for better measurable outcomes. This action plan will monitor our school systems using: 45 Day Plan Shipley System – School wide Checks (Levels 1-3)
Development of multi-tiered systems of support (interventions) in reading, math, & behavior: • Lead team will develop a framework for Tier II & Tier III academic and behavior interventions. • School will agree upon criteria for Tier I, Tier II,	IP #2 Standard 2.7 Evidence Based Practice #1: Professional Learning Communities	Do the Math \$12,500 Leveled Literacy \$30,000 Professional Development \$10,000	KCWP #2 Design and Deliver Instruction	Wheatley will execute the adopted instructional process to monitor, adjust, and ensure quality implementation of intervention practices. To ensure teachers fully understand the intent of KAS, lead team will: Use a protocol to ensure intervention planning templates are meeting criteria to develop student understanding. Instructional walkthroughs will: Monitor that interventions are occurring with fidelity.

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
& Tier III academic and	Evidence Based			
behavior interventions.	Practice: Teacher			·
 School will create a 	Clarity			
master schedule to				
allow for interventions				
with fidelity.				
 School will begin a 				
"What I Need"				
academic intervention				
time for all students.				
 School will create a 				
process for				
documenting and				
collecting academic and				
behavior intervention				
student data.				
School will create a				
process for following up with students who have				
been identified for				
academic and behavior				
interventions.				
Professional				
development will be				
provided to:				
o demonstrate				
how to				
implement and				
monitor				
documentation				
collected for				

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
academic and behavior interventions. how to implement intervention programs/frame works Lead team will be trained via Shipley on monitoring the interventions system.				

Year Three Activities

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
Core Instruction & Teacher Development:	IP #2 Standard 2.7	\$0	KCWP #2 Design and Deliver Instruction	Participating teachers will be monitored through program facilitators. Participating teachers will share projects/ with Wheatley staff to help support quality implementation of instructional practices.
Standards Deconstruction & Essential Standards Alignment: • Teachers will have cycle planning four times during the school year to fully develop units focused on essential standards. During this time, teachers will develop common formative assessments that align to the rigor of the standard.	Evidence Based Practice: Teacher Clarity IP #2 Standard 2.7	Hourly Professional Development Stipend- \$5,000	KCWP #2 Design and Deliver Instruction	Wheatley will execute the adopted instructional process to monitor, adjust, and ensure quality implementation of instructional practices. To ensure teachers fully understand the intent of KAS, lead team will: • Use a protocol to ensure instructional planning templates are meeting the criteria and depth of the standard. • Instructional walkthroughs will: • Monitor that lesson Frames are aligned to student work. • Identify common instructional themes and needed instructional changes or support throughout the building.
Monitoring of Professional Learning Communities: • Teachers will have a one- day review of the established Wheatley PLC process. We will revisit norms, protocols, and scheduling.	IP #1 Standard 1.3 IP #2 Standard 2.7 Evidence Based Practice #1: Professional	AIS Days	KCWP#2 Design and Deliver Instruction KCWP #4 Review,	A quarterly action plan will be developed to identify specific action steps, monitor implementation and effectiveness, and inform next steps. This plan will include: • Lead team monitoring PLC agendas weekly.

Year Three Activities

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
	Learning Communities Evidence Based Practice: Shipley Continuous Improvement		Analyze, Apply Data Results	 Continuous Improvement Cycle using Plan, Do, Study, Act four times during the school year. Teachers will utilize a PLC Implementation Rubric to complete a plus/delta of the PLC process three times (October, December, March) during the school year. Lead team will adjust practices based on this feedback.
 Monitoring of multi-tiered systems of support (interventions) in reading, math, & behavior: School will follow a master schedule to allow implementation of interventions with fidelity. School will engage in a "What I Need" academic intervention time for all students. School will implement and monitor the process for documenting and collecting academic and behavior intervention student data. School will implement and monitor a process for following up with students 	IP #2 Standard 2.7 Evidence Based Practice #1: Professional Learning Communities	AIS Week Professional Development- \$5,000	KCWP #2 Design and Deliver Instruction	Wheatley will execute the adopted instructional process to monitor, adjust, and ensure quality implementation of intervention practices. To ensure teachers fully understand the intent of KAS, lead team will: Use a protocol to ensure intervention planning templates are meeting criteria to develop student understanding. Instructional walkthroughs will: Monitor that interventions are occurring with fidelity.

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Year Three Activities

Activity Name and Description (Include EBP and I.P. denotation)	Improvement Priority	Funding	KCWP Connection	Monitoring/ Measurement
who have been identified for academic and behavior				
interventions.				
 Professional development 				
will be provided to:				
 demonstrate how to 				
implement and				
monitor documentation				
collected for				
academic and				
behavior				
interventions.				
 how to implement 				
intervention				
programs/				
frameworks ○ Lead team will be				
 Lead team will be trained via Shipley 				
on monitoring the				
interventions system				

Evidence Based Practice #1:

Improvement Priority #1: Professional Learning Communities

Wheatley will work with Solution Tree to provide professional development, (Hattie Effect Size of 1.57), on Professional Learning Communities (Collective Teacher Efficacy, Haittie Effect Size of 1.57). Teachers will engage in the professional learning community process to assist in using all available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes.

Are there research data available to demonstrate the effectiveness (e.g. randomized trials, quasiexperimental designs) of the innovation? If yes, provide citations or links to reports or publications. Park, J.-H., Lee, I.H., & Cooc, N. (2019). The Role of School-Level Mechanisms: How Principal Support, Professional Learning COmmunities, Collective Responsibility, and Group-Level Teacher Expectations Affect Student Achievement. Educational Administration Quarterly, 55(5), 742-780. https://doi.org/10.1177/0013161X18821355

What is the strength of the evidence? Under what conditions was the evidence developed?

Park, Lee, & Cooc (2019) have met at minimum Level II ESSA evidence levels. The study examined the impacts of principal support, professional learning communities, collective responsibility and teacher expectations effects student math achievement. The method for this study was a multilevel structural equation model. The study is quasi-experimental with no random assignment of the independent variable. The study exercised a process that resulted in a sample size that included "4,758 mathematics teachers, within 767 public schools" (p.755). The study includes a conceptual framework that examined the four variables, principal support, professional learning communities, collective responsibility, and teacher expectations impact on teacher self-fulfilling theory. All of these variables were measured on a likert-scale. The study was designed to test the following hypotheses:

- 1. Principal support is positively associated with both professional learning community and collective responsibility--two components of positive school climate.
- 2. Principal support has an indirect effect on group-level teacher expectations through its effects on both professional learning community and collective responsibility.
- 3. Group-level teacher expectations are positively related to student achievement as a school outcome.
- 4. Both principal support and professional learning community are positively associated with student achievement through their effect on group-level teacher expectations.
- 5. Both principal support and collective responsibility are positively related to student achievement through their effect on group-level teacher expectations. (pp. 754-755)

All five hypotheses were statistically significant and found to have an impact on student achievement.

This study aligns with Wheatley Elementary's guided work on professional learning communities. Engaging in further development of professional learning communities will help support improvement priority number 1, "involve appropriate stakeholders in the collection, analysis, and use all available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes". Addressing professional learning communities, will develop teacher support, collective responsibility, and in turn create a positive school climate and greater student achievement.

What outcomes are expected when the innovation is implemented as intended? How much of a change can be expected?

This study supports the "conceptual model where professional learning community, collective responsibility, and group-level math teacher expectations function as mediators between principal support and student math

Evidence Based Practice #1: Improvement Priority #1: Professional Learning Communities

Wheatley will work with Solution Tree to provide professional development, (Hattie Effect Size of 1.57), on Professional Learning Communities (Collective Teacher Efficacy, Haittie Effect Size of 1.57). Teachers will engage in the professional learning community process to assist in using all available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes

available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes.				
	achievement" (p.766). All five hypotheses were determined to have statistical significance in the work. presented in the study. The researchers recognize the limitations in the study design, only mathematics teachers were selected and the statistical analysis of the study may have left out other important factors. However, for the purposes of our school turn-around efforts we see that professional learning communities can have a positive impact on identified school variables, and impact student achievement.			
If research data are not available, are there evaluation data to indicate effectiveness (e.g. pre/post data, testing results, action research)? If yes, provide citations or links to evaluation reports.	N/A			
Is there practice-based evidence or community- defined evidence to indicate effectiveness? If yes, provide citations or links.	Donohoo, Hattie, & Eells (2018) argue that collective teacher efficacy has the greatest impact on student achievement, with an effect size of 1.57. They state that, "Leaders caninfluence collective efficacy by setting expectations for formal, frequent, and productive teacher collaboration and by creating high levels of trust for this collaboration to take place" (Donohoo, Hattie, & Eells, The Role of Evidence section, para. 11). Teacher collaboration is fostered through the professional learning community framework. Teachers are offered the opportunity to meet formally and frequently focused on student growth and achievement. Professional Learning Communities also afford the dedicated time to use" all available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes, Wheatley Elementary's Priority #1. http://www.ascd.org/publications/educational-leadership/mar18/vol75/num06/The-Power-of-Collective-Efficacy.aspx			
Is there a well-developed theory of change or logic model that demonstrates how the innovation is expected to contribute to short term and long-term outcomes?	Vescio, Ross, & Adams (2008) determined that, "the collective results of these studies suggest that well-developed PLC's have positive impact on both teaching practice and student achievement." This article is a small review of the current research on professional learning communities. The authors reviewed "10 American studies and one English study on the impact of PLC's on teaching practices and student learning." Vescio, V., Ross, D., & Adams, A. (2008). A review of research on the impact of professional learning communities on teaching practice and student learning. Teaching and Teacher Education (24), 80-91.			
Do the studies (research and/or evaluation) provide data specific to the setting in which it will be implemented (e.g., has the innovation been researched or evaluated in a similar context?) If yes, provide citations or links to evaluation reports.	All studies included in this evidence based practice review are derived from a variety of settings, including settings that are similar to Wheatley Elementary. These studies examined settings from elementary school to high school, across various content areas. Haittie's effect size of 1.57 also indicates that the work of professional learning communities has an overall positive strong effect on student learning.			
Do the studies (research and/or evaluation) provide data specific to effectiveness for culturally and linguistically specific populations? If yes, provide	Vescio, Ross, & Adams (2008) determined that, "the collective results of these studies suggest that well-developed PLC's have positive impact on both teaching practice and student achievement." This article is a			

Evidence Based Practice #1:

Improvement Priority #1: Professional Learning Communities

Wheatley will work with Solution Tree to provide professional development, (Hattie Effect Size of 1.57), on Professional Learning Communities (Collective Teacher Efficacy, Haittie Effect Size of 1.57). Teachers will engage in the professional learning community process to assist in using all available data to consistently and clearly communicate and implement strategies and activities to achieve measurable academic and behavioral outcomes.

citations or links specific to effectiveness for families or communities from diverse cultural groups?

small review of the current research on professional learning communities. The authors reviewed "10 American studies and one English study on the impact of PLC's on teaching practices and student learning." The authors reviewed studies that were specific to Wheatley's population through urban schools in Cincinnati and Philadelphia that supports that the professional learning communities have a positive effect on students that are from similar cultural backgrounds.

Vescio, V., Ross, D., & Adams, A. (2008). A review of research on the impact of professional learning communities on teaching practice and student learning. Teaching and Teacher Education (24), 80-91.

Evidence Based Practice #2 Improvement Priority #2: Teacher Clarity

Wheatley will commit professional development time to the work of teacher clarity (Hattie Effect Size of .75). Teachers will align Kentucky Academic Standards (KAS) to pace instruction for the school year. Teachers will deconstruct standards and develop learning targets aligned with KAS. This alignment will provide greater teacher clarity during classroom instruction.

learning targets alighed with NAO. This	angriment will provide greater teacher clarity during classroom instruction.
Are there research data available to demonstrate the effectiveness (e.g. randomized trials, quasi-experimental designs) of the innovation? If yes, provide citations or links to reports or publications.	Kennedy, J. J., Cruickshank, D. R., Bush, A. J., & Myers, B. (1978). Additional Investigations into the Nature of Teacher Clarity. <i>Journal of Educational Research</i> , 72(1), 3–10. https://doi.org/10.1080/00220671.1978.10885109 Hattie, John & Donoghue, Greg. (2016). Learning strategies: a synthesis and conceptual model. npj Science of Learning. 1. 16013. 10.1038/npjscilearn.2016.13. https://www.researchgate.net/publication/306020931_Learning_strategies_a_synthesis_and_conceptual_model
What is the strength of the evidence? Under what conditions was the evidence developed?	Kennedy, Cruickshank, Bush, & Meyers (1978) conducted a study with "American ninth grade students attending public junior high schools in Columbus, Ohio (N=425) and suburban Memphis, Tennessee (N=307)." The study also included "Australianstudents between 13 and 15 years of age attending suburban secondary schools in Sydney and Perth." Teachers were measured on clarity using four different instruments that were color coded, each asking students to consider their experiences with clear and unclear teachers and various behaviors associated with these teachers. The samples were then viewed through ANOVA and MANOVA statistical analysis. This study was a Level II, quasi-experimental study that had no random assignment of treatments. The study found strong correlations of at least .80 at all levels of variables indicating that teachers with stronger clarity had a greater impact on student learning. In addition to this study, evidence has been found through a 800-study meta-analysis completed by John Haittie (2012), determining that Teacher Clarity has a .75 effect size on student achievement. Hattie & Donoghue (2016) examined various aspects of this meta-analysis and determined the impact of student success criteria has an effect size of 1.13 on student achievement. Teachers should have a clear understanding of the skills taught to ensure students are meeting the determined success criteria.
What outcomes are expected when the innovation is implemented as intended? How much of a change can be expected?	Teacher clarity is an important component of Wheatley Elementary's turn-around work. Teacher clarity supports improvement priority number two, "execute the adopted instructional processes to monitor, adjust, and ensure quality implementation of instructional practices." With strong correlation evidence and effect size, teacher clarity is expected to increase student achievement.
If research data are not available, are there evaluation data to indicate effectiveness (e.g. pre/post data, testing results, action research)? If yes, provide citations or links to evaluation reports.	NA
Is there practice-based evidence or community- defined evidence to indicate effectiveness? If yes, provide citations or links.	Kennedy, J. J., Cruickshank, D. R., Bush, A. J., & Myers, B. (1978). Additional Investigations into the Nature of Teacher Clarity. <i>Journal of Educational Research</i> , 72(1), 3–10. https://doi.org/10.1080/00220671.1978.10885109 Hattie, John & Donoghue, Greg. (2016). Learning strategies: a synthesis and conceptual model. npj Science of Learning. 1. 16013. 10.1038/npjscilearn.2016.13.

Evidence Based Practice #2 Improvement Priority #2: Teacher Clarity

Wheatley will commit professional development time to the work of teacher clarity (Hattie Effect Size of .75). Teachers will align Kentucky Academic Standards (KAS) to pace instruction for the school year. Teachers will deconstruct standards and develop learning targets aligned with KAS. This alignment will provide greater teacher clarity during classroom instruction.

https://www.researchgate.net/publication/306020931 Learning strategies a synthesis and conceptual mod el A Model of Learning Transfer Surface Acquiring Transfer Surface Consolidating Deep Knowing Acquiring Success Is there a well-developed theory of change or logic model that demonstrates how the innovation is Deep expected to contribute to short term and long-term Consolidating outcomes? Figure 1. A model of learning. Hattie & Donoghue (2016) explain their model of learning in their meta-analysis. In this model, knowing success is aligned to students understanding their success criteria. Hattie & Donoghue (2016) state, "when a student is aware of what it means to be successful before undertaking the task, this awareness leads to more goal-directed behaviours" (p. 2). Teachers should have a clear understanding of KAS standards to better deliver learning targets in Wheatley Elementary classrooms. By delivering clearer instruction with closely KAS aligned learning targets students will have greater success in acquiring new knowledge. Do the studies (research and/or evaluation) provide Hattie (2012) examined over 800 studies in his metaanalysis of highly correlated practices that impact student data specific to the setting in which it will be achievement. In this metanalysis, he analyzed studies across all settings. implemented (e.g., has the innovation been researched or evaluated in a similar context?) If yes, provide citations or links to evaluation Hattie, J. (2012). Visible learning for teachers: Maximizing impact on learning. reports. Hattie (2012) examined over 800 studies in his metaanalysis of highly correlated practices that impact student Do the studies (research and/or evaluation) provide achievement. In this metanalysis, he analyzed studies across all populations. . data specific to effectiveness for culturally and linguistically specific populations? If yes, provide

Evidence Based Practice #2 Improvement Priority #2: Teacher Clarity

Wheatley will commit professional development time to the work of teacher clarity (Hattie Effect Size of .75). Teachers will align Kentucky Academic Standards (KAS) to pace instruction for the school year. Teachers will deconstruct standards and develop learning targets aligned with KAS. This alignment will provide greater teacher clarity during classroom instruction.

citations or links specific to effectiveness for families or communities from diverse cultural groups?

Hattie, J. (2012). Visible learning for teachers: Maximizing impact on learning.

Evidence Based Practice #3

Improvement Priority 1 & 2: Shipley Continuous Improvement

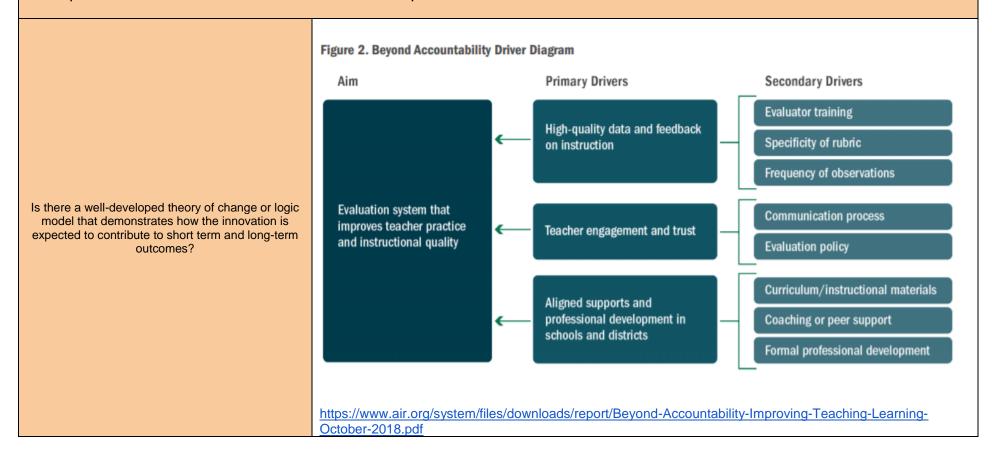
Wheatley Elementary will use Shipley Continuous Improvement systems to monitor, adjust, and ensure quality implementation of instructional practices. Shipley Continuous Improvement systems will also help Wheatley Elementary monitor, adjust, and measure the impact of school-turn around activities listed in the plan.

Are there research data available to demonstrate the effectiveness (e.g. randomized trials, quasi-experimental designs) of the innovation? If yes, provide citations or links to reports or publications.	https://www.carnegiefoundation.org/wp-content/uploads/2014/09/carnegie-foundation_continuous-improvement_2013.05.pdf https://www.air.org/system/files/downloads/report/Beyond-Accountability-Improving-Teaching-Learning-October-2018.pdf https://education.ky.gov/school/focschls/Documents/Continuous%20Improvement%20Team%20Services%20 and%20Supports.pdf
What is the strength of the evidence? Under what conditions was the evidence developed?	The impact of continuous improvement in the field of education is a relatively new research focus. Limited peer-reviewed empirical studies are found on the impacts of continuous improvement on student achievement or overall school success. However, published white papers on the topic imply that the continuous improvement process can lead to valid and important change within an education setting. Currently, The Carnegie Foundation, as well as the Institute for Educational Sciences, see the value in implementing continuous improvement efforts within our schools. The Kentucky Department of Education has also focused on continuous improvement through Novice Reduction for Gap Closure and the Key Core Work Processes documents. These documents are designed to help schools in the process of continuous improvement.
What outcomes are expected when the innovation is implemented as intended? How much of a change can be expected?	Shipley continuous improvement will monitor system effectiveness at Wheatley Elementary in alignment with the school improvement priorities.
If research data are not available, are there evaluation data to indicate effectiveness (e.g. pre/post data, testing results, action research)? If yes, provide citations or links to evaluation reports.	NA
Is there practice-based evidence or community- defined evidence to indicate effectiveness? If yes, provide citations or links.	https://www.carnegiefoundation.org/wp-content/uploads/2014/09/carnegie-foundation_continuous-improvement_2013.05.pdf https://www.air.org/system/files/downloads/report/Beyond-Accountability-Improving-Teaching-Learning-October-2018.pdf https://education.ky.gov/school/focschls/Documents/Continuous%20Improvement%20Team%20Services%20and%20Supports.pdf

Evidence Based Practice #3

Improvement Priority 1 & 2: Shipley Continuous Improvement

Wheatley Elementary will use Shipley Continuous Improvement systems to monitor, adjust, and ensure quality implementation of instructional practices. Shipley Continuous Improvement systems will also help Wheatley Elementary monitor, adjust, and measure the impact of school-turn around activities listed in the plan.



Evidence Based Practice #3 Improvement Priority 1 & 2: Shipley Continuous Improvement

Wheatley Elementary will use Shipley Continuous Improvement systems to monitor, adjust, and ensure quality implementation of instructional practices. Shipley Continuous Improvement systems will also help Wheatley Elementary monitor, adjust, and measure the impact of school-turn around activities listed in the plan.

Do the studies (research and/or evaluation) provide data specific to the setting in which it will be implemented (e.g., has the innovation been researched or evaluated in a similar context?) If yes, provide citations or links to evaluation reports.

The studies support monitoring activities targeting our specific school setting.

 $\underline{https://www.carnegiefoundation.org/wp-content/uploads/2014/09/carnegie-foundation_continuous-improvement_2013.05.pdf}$

https://www.air.org/system/files/downloads/report/Beyond-Accountability-Improving-Teaching-Learning-October-2018.pdf

 $\underline{https://education.ky.gov/school/focschls/Documents/Continuous\%20Improvement\%20Team\%20Services\%20}\\ \underline{and\%20Supports.pdf}$

Do the studies (research and/or evaluation) provide data specific to effectiveness for culturally and linguistically specific populations? If yes, provide citations or links specific to effectiveness for families or communities from diverse cultural groups? The studies support monitoring activities targeting our specific population.

 $\underline{https://www.carnegiefoundation.org/wp-content/uploads/2014/09/carnegie-foundation_continuous-\underline{improvement_2013.05.pdf}$

https://www.air.org/system/files/downloads/report/Beyond-Accountability-Improving-Teaching-Learning-October-2018.pdf

 $\frac{https://education.ky.gov/school/focschls/Documents/Continuous\%20Improvement\%20Team\%20Services\%20}{and\%20Supports.pdf}$

FIRST QUARTER ACTION Plan					
Date Rang	ge of Plan	February 2020 - May 2020			
45 Day Action Steps	By Whom?/By When?	Funding (Amount/Fund)	Communication / Measurement		
Shipley Training March 4 & 5th	Bunton, Fulson, Clayton-Taylor, Carter, Stone	\$0			
Hub School Visit-PLC Training	Bunton, Fulson, Clayton-Taylor, Carter, Stone	\$0			
Begin drafting master schedule 2020- 2021	Bunton, Fulson, Clayton-Taylor, Carter, Bass	\$0			
Planning with Solution Tree	Bunton, Fulson, Clayton-Taylor, Carter, Bass, Stone	\$0			
Standards Documents delivered from Materials and Productions	Clayton-Taylor, Carter	\$100			
Review of grade level KAS with district or KDE person	Clayton-Taylor, Carter, Stone, District/State	\$0			
Revise and redraft PLC expectations and documentation.	Bunton, Fulson, Clayon-Taylor, Carter, Stone	\$0			
Revise and redraft AIS walkthrough tool to focus on powerzone and lesson frame	Bunton, Fulson, Clatyon-Taylor, Carter, Stone	\$0			
Behavior Management Professional Development with staff and Hallway Expectations	Bunton, Fulson, Carter, Stone	\$0			
Powerzone Embedded Professional Development	Clayton-Taylor, Carter, Stone	\$0			
Lesson Frame Professional Development/Lesson Frame Field Trip	Bunton, Fulson, Clatyon-Taylor, Carter, Stone	\$0			
Math in Practice 4/5th grade Training	Stone, Higdon, Clayton-Taylor, Carter	\$0			
30 second Feedback for select teachers	Stone, Fulson, Bunton, Carter, Clayton-Taylor	\$0			

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Answer Four Questions After 45-Day Cycle						
What is working? How do you know?	What is not working? Why? (Where are the barriers?)	What are your next steps?	Additional Comments/Feedback			
School:	School:	School:	Reviewer:			
CHECK POINT #1						

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SECOND QUARTER ACTION Plan					
Date Rang	ge of Plan	July 1, 2020-October 1, 2020			
45 Day Action Steps	By Whom?/By When?	Funding (Amount/Fund)	Communication / Measurement		
What is working? How do you know?	What is not working? Why? (Where are the barriers?)	What are your next steps?	Additional Comments/Feedback		
School:	School:	School:	Reviewer:		
CHECK POINT #2					
OHLORI OHLI WE					