



School Improvement Guidance 2019-2020

Comprehensive Support and Improvement
and
State Designated “D” and “F”
Schools



Support and ¹Innovation
Improved Outcomes for All

Table of Contents

School Improvement Supports.....	4
Federal Comprehensive Support and Improvement (CSI) Schools.....	4
State designated “D” and “F” Schools.....	6
All CSI, TSI, “D”, “F” and SIG Schools Requirements	8
SMART Goals	9
Required School Systems	11
Written Evidence and Standards Based Curriculum.....	11
Comprehensive, Balanced Assessment System	12
Professional Learning Communities.....	12
Multi-Tiered System of Support	12
Observation and Feedback.....	13
Operational Flexibility.....	13
On-Site Support and Progress Monitoring Visits	14
ADE Comprehensive Needs Assessment (CNA).....	18
Principles, Indicators and Elements.....	18
Completing the Comprehensive Needs Assessment	19
CNA Tool Directions	21
Specific Step by Step CNA	22
Planning and Preparation	22
CNA Data Collection, and Analysis	22
Gather, review and analyze demographic data	7
Gather, review and analyze leading indicator data.....	7
Gather, review and analyze lagging indicator data.....	7
Percentage of limited English proficient students who attain English language proficiency	7
Graduation rate	7
Identify 3 or 4 Primary Needs	9
Conduct a Thorough Root Cause Analysis.....	11
The 5 Why Method	14
Upload the completed CNA Tool and Root Cause Analysis Templates to ALEAT	17
Integrated Action Plan.....	18
IAP Requirements:.....	18
Integrated Action Plan Diagram.....	19
School Integrated Action Plan (SIAP)	20
Integrated Action Plans	23
School Integrated Action Plan (SIAP) Process:.....	24
Sample School Site IAP Worksheet.....	25
LEA Integrated Action Plan (LIAP).....	27

Sample LEA Integrated Action Plan Worksheet.....	28
Evidence Based Practices, Strategies and “Interventions”	33
ESSA Evidence Tiers.....	33
Resources for Evidence-Based Strategies	44
Searchable data base of evidence-based programs, practices and interventions	44

School Improvement Supports

<p>Support and Technical Assistance</p> <ul style="list-style-type: none"> • On-site support visits (min. twice a year) CSI schools • Evidence Based Decision Making • Support with the Comprehensive Needs Assessment (CNA) process • Support developing and implementing LEA & School Integrated Action Plans (L/SIAP) (Appendix H) • Support with grant applications and funding processes • Support with implementation of required LEA and school systems and structures • Evidence Based Interventions (Appendix D) • Desktop support as needed • Leadership Development • Professional development based on needs 	<p>Monitoring</p> <ul style="list-style-type: none"> • On-site monitoring and support visits (CSI Schools) • CNA and root cause analysis review • L/SIAP monitoring <ul style="list-style-type: none"> ▪ Strategy and action step completion ▪ Strategy and action step success ▪ Next steps • Quarterly Benchmark Analysis and IAP Reflection (Appendix G) • Fiscal Review (Grant Funded) <ul style="list-style-type: none"> ▪ Budget review and approval ▪ Quarterly expenditure review ▪ Revision review and approval • Desktop monitoring
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Federal Comprehensive Support and Improvement (CSI) Schools Identification for low achievement (beginning 2017)

Title I schools lowest 5% **plus** all “F” schools.

Exit Criteria:

- a minimum of two consecutive years of increased student proficiency on the state assessment
- implementation of school improvement goals, strategies and action steps in state required Integrated Action Plan
- above the state bottom 5 percent of Title I schools

Exit Criteria “F” schools:

- increased letter grade for 2 years
- implementation of school improvement goals, strategies and action steps in state required Integrated Action Plan

Identification for low graduation rate (beginning 2018)

All schools with a five-year cohort graduation rate of less than or equal to two-thirds.

Exit Criteria:

- a minimum of two consecutive years of increased graduation rate
- implementation of school improvement goals, strategies and action steps in state required Integrated Action Plan
- Graduation rate of two-thirds or greater.

CSI schools are identified every three years

State designated “D” and “F” Schools

ARS 15-241. School, charter school and school district accountability; annual achievement profiles; classification; letter grade system

Arizona State Board of Education adopts a methodology to identify letter grades for Arizona Schools each year. For 2017, letter grades were identified for traditional K-12 schools.

Statute Summary:

District Schools

If a **school** is assigned a **letter grade of D** pursuant to section ARS 15-241, the department of education shall immediately notify the district superintendent.

- The district governing board shall:
 - within thirty days after receiving notice of the classification:
 - provide written notification of the classification to each residence within the attendance area of the school
 - notice shall explain the improvement plan process and provide information regarding the required public meeting
 - within ninety days after receiving notice of the classification:
 - develop an improvement plan for the school; the governing board shall include in the plan necessary components (IAP) as identified by the state board of education
 - submit a copy of the plan to the superintendent of public instruction and the county educational service agency
 - supervise the implementation of the plan
- Within thirty days after submitting the improvement plan hold a public meeting in each school that has been assigned a letter grade of D and shall present the respective improvement plans that have been developed for each school.

Charter Schools

If a **charter school** is assigned a **letter grade of D** pursuant to section ARS 15-241, the department of education shall immediately notify the charter holder and school.

The school shall:

within thirty days after receiving the classification:

- notify the parents of the students attending the school of the classification.
 - notice shall explain the improvement plan process and provide information regarding the public meeting required by this subsection

Within ninety days after receiving the classification the charter holder shall

- present an improvement plan to the charter sponsor at a public meeting
- submit a copy of the plan to the sponsor of the charter school; the charter holder shall include in the improvement plan necessary components (IAP) as identified by the state board of education.

Within thirty days after submitting the improvement plan

- hold a public meeting in each school that has been assigned a letter grade of D and present the respective improvement plans that have been developed for each school

District Schools

If a **school** is assigned a **letter grade of F** pursuant to section ARS 15-241, the department of education shall immediately notify the district superintendent.

- The district governing board shall:
 - Within thirty days after receiving notice of the classification
 - provide written notification of the classification to each residence in the attendance area of the school
 - the notice shall explain the improvement plan process and provide information regarding the required public meeting
- Within sixty days after receiving notification
 - develop and/or evaluate needed changes to the existing school improvement plan
 - consider recommendations of SI Specialist
 - submit a copy of the plan to the superintendent of public instruction and the county educational service agency and
 - supervise the implementation of the plan.
- Within thirty days after submitting the improvement plan to the superintendent of public instruction and the county educational service agency hold a public meeting in each school that has been assigned a letter grade of F and shall present the respective improvement plans that have been developed for each school
-

Charter Schools

If a **charter school** is assigned a **letter grade of F** pursuant to section ARS 15-241, the department of education shall immediately notify the charter school's sponsor.

The charter school/charter holder shall:

Within thirty days of a school being assigned a letter grade of F

- notify the parents of the students attending the school of the classification and of any pending public meetings to review the issue

Within sixty days after receiving notification

- develop and/or evaluate needed changes to the existing school improvement plan (IAP)
- submit a copy of the plan to the superintendent of public instruction and the county educational service agency
- supervise the implementation of the plan.

Within thirty days after submitting the improvement plan to the superintendent of public instruction and the county educational service agency

- hold a public meeting in each school that has been assigned a letter grade of F and present the respective improvement plans that have been developed for each school.

“D” and “F” schools are designated annually.

All CSI, TSI, “D”, “F” and SIG Schools Requirements

Comprehensive Needs Assessment (CNA) and Root Cause Analyses (RCA) – completed annually and uploaded in ALEAT (Title 1 schools) or sent to Specialist (Non-Title 1 schools)

LEA Integrated Action Plan and School Integrated Action Plan in ALEAT (Title 1 schools) or IAP worksheets (Non-Title 1 schools), sent to Specialist

- LEA and School Integrated Action Plan (IAP) to address identified primary needs from CNA, reviewed quarterly and revised annually

Targeted Principles should include:

- primary needs
- root cause analyses
- need statements
- desired outcomes
- strategies
- action steps
- SMART goals*
- Use of evidence-based programs, strategies and/or interventions
- Required SMART Goals
 - AzMERIT- All students ELA and Math achievement
 - AIMS Science –All students Science achievement
 - Subgroup ELA and Math
 - Leading and lagging indicators goals
 - CNA process and impact goals

Quarterly Benchmark Analysis and IAP Reflection Assurances

Contact Forms on website

<http://www.azed.gov/improvement/lea-contact/>

Other Requirements for All Schools in Improvement

- Keep organized, relevant records for announced and unannounced site visits
- Submit all SI documents in a timely manner (CNA, RCA, L/SIAP, achievement data, fiscal documents and any other requested documents)
- Adhere to all assurances



SMART Goals

Specific: A well-written goal addresses who will do what by when and how the results will be measured.

Measurable: The key concept here is: what gets measured, gets done. How you will measure its accomplishment?

Attainable, but Challenging: Goals that are unrealistic will only serve as a source of frustration for teachers, students, and administrators alike. Goals that are too easy generally won't affect the kind of change needed to make significant and sustainable improvement. Goals must be attainable yet challenging.

Relevant: In the big picture, goals should link back to the stated educational aims, vision and mission of the school, derived from a careful analysis of data. Specifically, the goals address the primary and needs identified in the CNA.

Time Based: Setting a timeframe for the goal gives it urgency and helps move it to the top of the priority list of everyday activities.

There are two types of goals in th IAP

1. **Process goals**-implementation of a system or procees
 - Committee will research evidence based math curriculum and make a recommendation by November 1, 2019 as evidenced by written recommendation to Assistant Superintendent.
 - New walkthrough data collection form will be developed and implemented by Jan. 1, 2020 as evidenced by principal walkthrough summaries and feedback session notes.
2. **Impact goals**-to show growth or increased proficiency, increased graduation rate, increased attendance; show impact on student performance
 - Reading achievement for all students will increase by 12% from 10% to 22% proficient and highly proficient as measured by 2020 AzMERIT.
 - Attendance rate will increase by 15% from 80% to 95% for 2020 school year as evidenced by district demographic data summary report.

Required School IAP Goals

The following goals must be addressed in the School's Integrated Action Plan for all schools that are in school improvement. Goals must be written in SMART format. (Specific, Measurable, Achievable, Results based, Time-based)

SMART Goal Format

SIAP

Goal 1 ELA Achievement

Reading achievement for all students will increase by _____% moving from _____% proficient or highly proficient on 2018 AzMERIT to _____% proficient or highly proficient on 2019 AzMERIT.

Goal 2 Math Achievement

Math achievement for all students will increase by _____% moving from _____% proficient or highly proficient on 2018 AzMERIT to _____% proficient or highly proficient on 2019 AzMERIT.

Goal 3 Science Achievement

Science achievement for all students will increase by _____% moving from _____% proficient or highly proficient on 2018 AIMS to _____% proficient or highly proficient on 2019 AIMS.

****High schools who opted to use an alternative assessment from the menu will create SMART goals based on the specific assessment selected. Contact your specialists for details***

Graduation Rate

5th year cohort graduation rate will increase from the 2016 baseline of _____% by 5 % each year.

Subgroup

Percent of students with disabilities scoring proficient will increase by _____% from _____% in 2018 to _____% in 2019.

Or

The achievement gap between % of all students scoring proficient and the % of _____ (subgroup) students scoring proficient will be reduced by _____% from _____% in 2018 to _____% in 2019.

Leading indicator examples

(Attendance Rate) will increase from _____% in 2017-2018 to _____% in 2018-2019.

Or

(Discipline Incidents) will be reduced by _____% from _____ in 2017-18 to _____ in 2018-19.

CNA based example

(process goal): By (date) evidence-based writing curriculum will be adopted as evidenced by written documents.

(Impact goal): Overall writing proficiency will increase from 30% in 2018 to 45% in 2019 as measured by the district writing assessment.

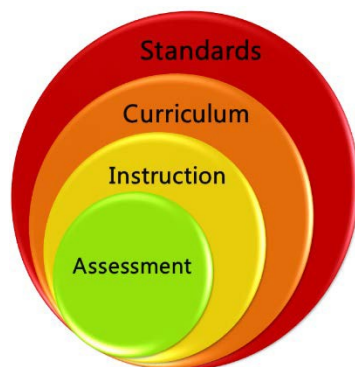
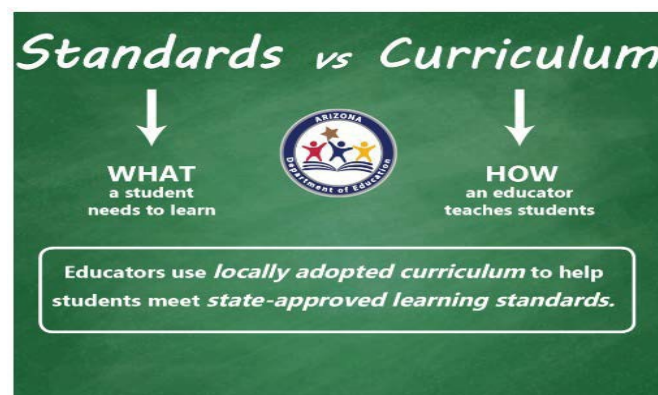


Required School Systems

Written Evidence and Standards Based Curriculum

CNA Principle 4: Effective Curriculum

Effective curricula are evidence-based resources used for teaching and learning aligned to Arizona standards in all content areas. Districts and schools adopt local curricula. An effective curriculum ensures a continuum of inclusive, equitable and challenging learning opportunities, high expectations for learning and access to a well- rounded education for all learners. Curriculum includes scope and sequence, resources, activities, lessons, assessments and textbooks utilized by the teacher to ensure student learning. Indicators and elements are included in CNA Principle 4



Standards - What a student needs to know, understand, and be able to do by the end of each grade. Standards build across grade levels in a progression of increasing understanding and through a range of cognitive demand levels. Standards are adopted at the state level by the State Board of Education.

Curriculum - The resources used for teaching and learning the standards. Curricula are adopted at a local level by districts and schools. Curricula include scope and sequence of K-12 standards and/or learning objectives/targets aligned to the state standards. Comprehensive curricula are necessary to plan the pace of instruction, align standards and

grade level expectations horizontally and vertically, set district assessment and professional development calendars and guide teachers as they deliver instruction

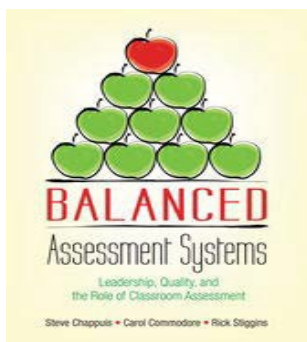
Instruction - The methods and processes used by teachers in planning, instruction and assessment. Instructional techniques are employed by individual teachers in response to the needs of the students in their classes to help them progress through the curriculum in order to master the standards.

Assessment – The process of gathering information about student learning to inform education-related decisions. Assessments can reflect a wide variety of learning goals/targets using a range of methods serving many important users and uses at a variety of levels from the classroom to the boardroom. In this sense, assessment is an essential part of informing the teaching and learning process.

Well-designed programs are based on research findings and undergo rounds of field testing and revision. A high- quality curriculum is meaningful, coherent, articulated, aligned, and promotes high standards for all students.

Comprehensive, Balanced Assessment System

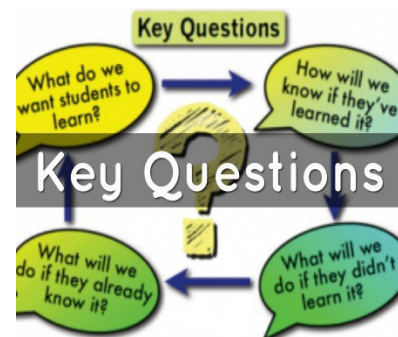
Includes screening and/or diagnostic assessments, formative assessment (student and teacher) classroom summative assessments, schoolwide predictive interim/benchmark assessments, and state mandated summative assessment (end of year/end of course); as well as a data management process to ensure that the system provides up-to-date data reports to allow for deep analysis of student, teacher, and school level data. <http://www.azed.gov/standards-practices/balanced-assessment-resources/>
<http://www.azed.gov/standards-practices/formativeassessrec/>



Professional Learning Communities

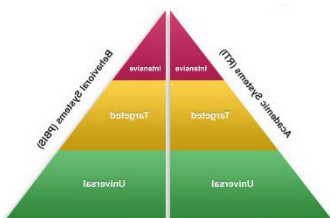
Required, scheduled meetings organized around teaching and student learning, including data discussions, lesson planning and evidence-based pedagogy.

<http://www.allthingsplc.info/>



Multi-Tiered System of Support (MTS)

A differentiated, coherent continuum of system-wide, evidence-based problem- solving practices supporting a rapid response to the academic and behavioral needs for all students; systems of support. <http://guide.swiftschools.org/>



Observation and Feedback



The primary purpose of observation is to find the most ways to coach teachers to improve student effective learning. Observation and Feedback cycles support teachers to improve the learning through engaging lessons, instructional rigor and effective management.

Highly effective teachers are developed through coaching.



<http://www.uncommonschools.org/our-approach/thought-leadership/leverage-leadership-book-paul-bambrick-santoyo-doug-lemov>

Operational Flexibility



Principals must have sufficient operational flexibility to fully implement a comprehensive systems approach in order to substantially improve student achievement outcomes and increase high school graduation rates.

<https://www.isbe.net/Documents/lp-oper-flexibility.pdf>

On-Site Support and Progress Monitoring Visits

Site visits will be made to all CSI, SIG and “F” schools. “D” school visits will be based on LEA and school needs.

General Guidelines

- Prior to visit, the LEA and school site staff will establish an agenda for day(s) in collaboration with the Support and Innovation Education Program Specialist (EPS).
- EPS and Principal conversation at the beginning of the visit for school status update
- EPS meets with Site Leadership Team
 - IAP progress review and next steps
 - Data review
- Walk-through Classroom Observations (10-15 minutes each)
 - Observe in all Math and English/Language Arts classrooms
 - Observe in other classrooms as time permits
 - Share the classroom observation data and provide feedback to Principal and/or LEA Leaders
- Focus Group Interviews (approx. 30 minutes each)
 - Teachers (4-6 teachers) depending on school size
 - Students (4-6 students) grade 5 and above
- Exit Interviews with next steps
 - Principal
 - LEA at the end of the site visits
- Summary Report to LEA and school within 2 weeks

On site or online collaboration to continue the discussion, monitoring implementation, monitoring and evaluation action steps, discuss evidence-based interventions possibilities and other needs.





ELEVATE is an executive leadership program developed and supported by the Arizona Department of Education and WestED. The program focuses on developing the knowledge, competencies and skills of leaders as they work toward systemic change within schools and LEAs.

The program includes:

- A focus on building systemic capacity in the areas of instructional infrastructure, culture of learning and high expectations, and effective talent management
- Initial Diagnostic to determine current state
- Behavioral Event Interview with participating principals to determine the development needs of current and prospective leaders
- Quarterly Convenings for the two-year period build on prominent work and research from national and local perspectives. Past convening's have included research from WestED, Arizona Department of Education, Public Impact, Center on School Turnaround and Center on Great Teachers and Leaders, as well as full-day workshops led by local, state and national experts
- Ongoing mentoring

Cohort 4 ...Begins in November 2019. Grant funding is available for program and coaching costs. Contact Liz Allen elizabeth.allen@azed.gov for information or application. Systemic Leadership Development grants are available by application prior to May 1, 2019.



Vision: ELEVATE seeks to improve LEA and school systems in order to significantly increase and sustain quality outcomes for all Arizona Students.

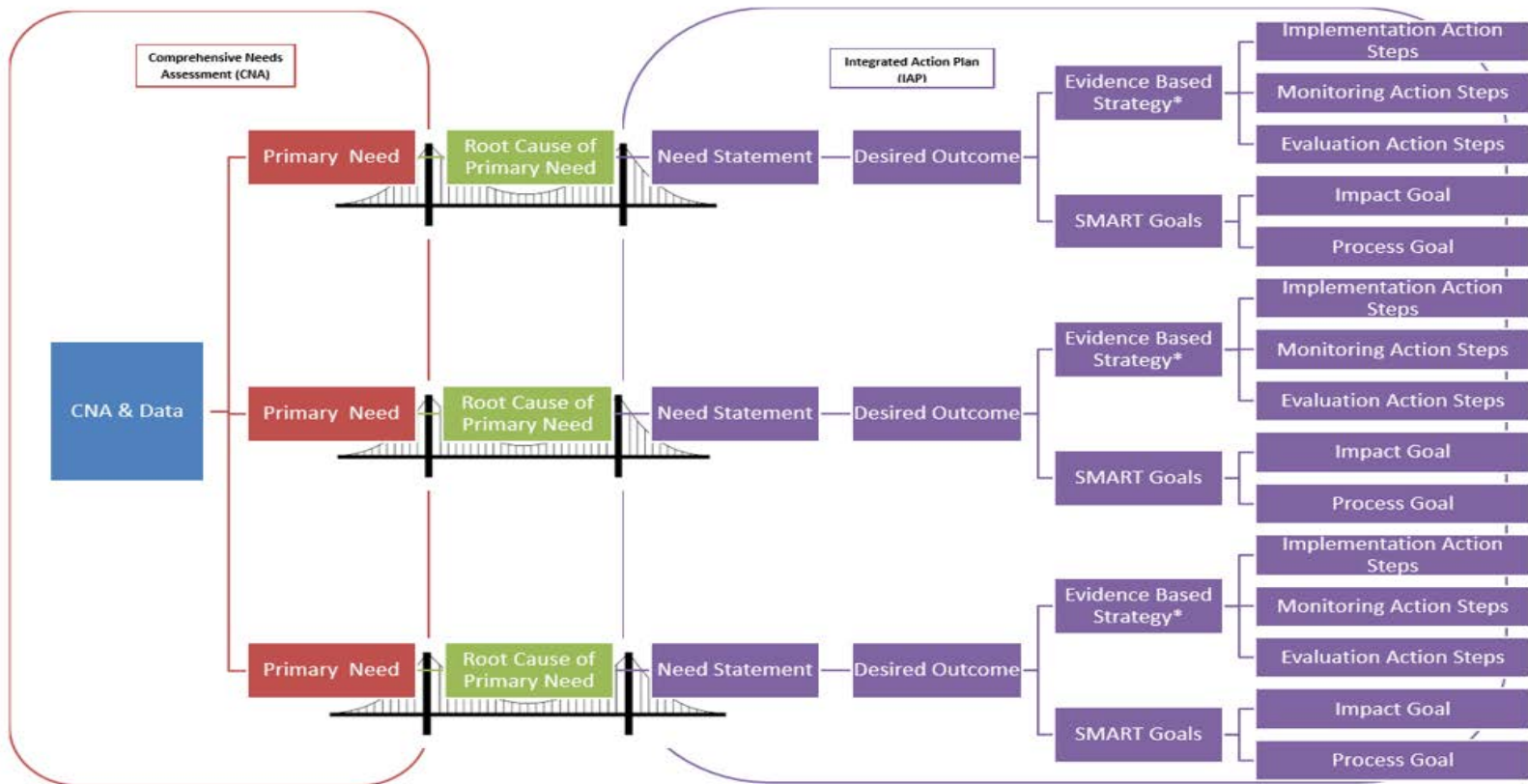
Mission: ELEVATE develops and empowers LEA and school leaders to focus on improving teaching and learning that results in rapid and significant gains in student achievement.

If we develop leaders' skills and competencies to facilitate systemic change by creating and sustaining

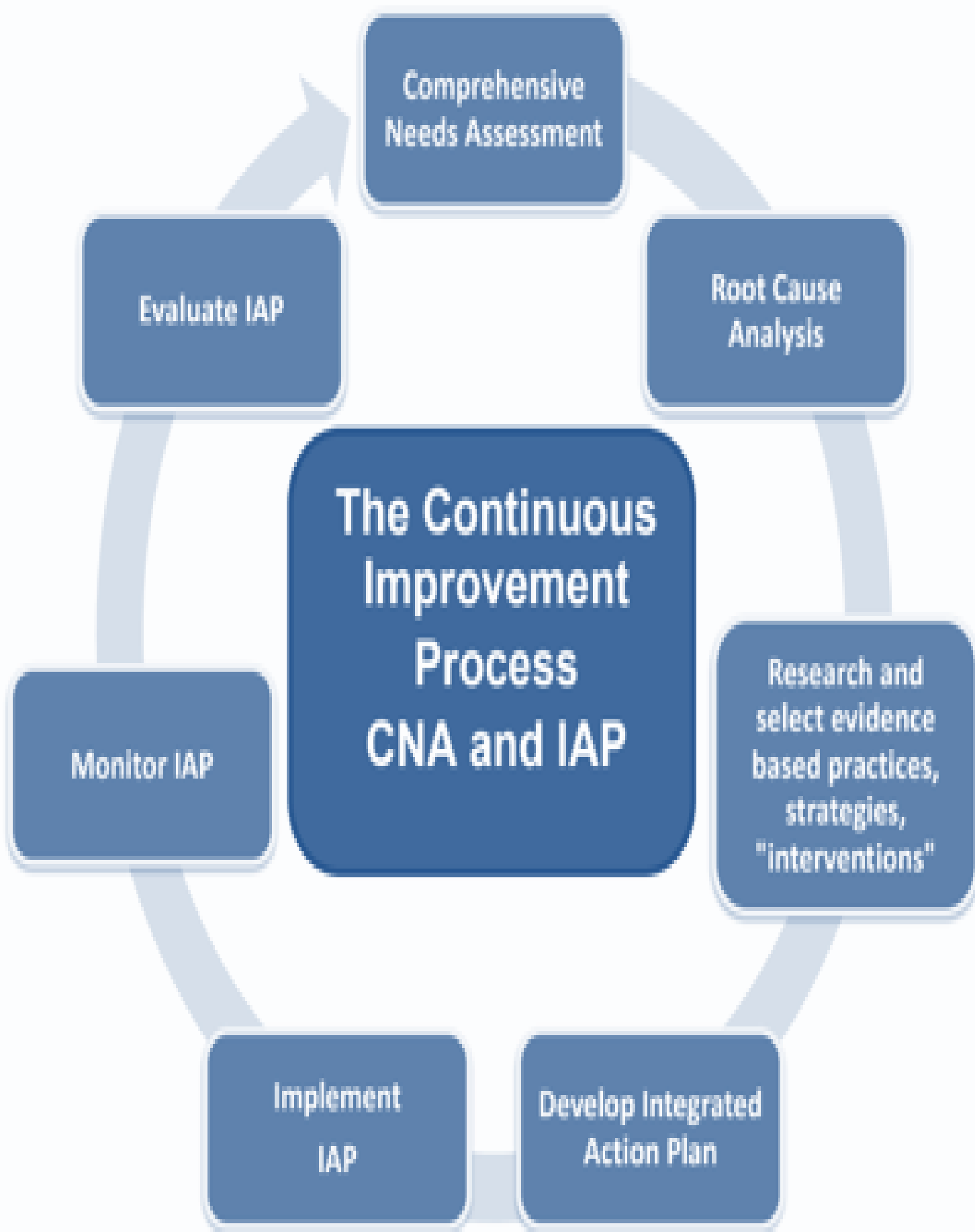
- a high quality, cohesive instructional infrastructure
- a strong culture of learning and high expectations
- a strategic, evidence-based talent management system

Then student achievement significantly improves, and student subgroup achievement gaps are reduced.

Special Note: A desired outcome could have more than one evidence-based strategy



CNA TO RCA TO IAP



ADE Comprehensive Needs Assessment (CNA)

The CNA is required by ADE. It is designed to inform need statements, desired outcomes, goals, strategies and action steps for the Title I, II, III, IV, Move on When Reading and School Improvement programs.

The CNA will guide the process of evidence-based decision making in schools and LEAs to drive continuous improvement and sufficiently impact student achievement.



The CNA reflects the school's current state.

Acknowledging that state honestly and transparently, based on evidence, allows a school to determine the best next steps to reach desired outcomes. It is not about a comparison among schools. It is about identifying strengths, needs and desired outcomes specific to individual schools. The CNA will allow the school to identify the greatest needs, root causes, and possible solutions.

A limited number of well-defined desired outcomes and/or goals are a common feature of successful school and LEA improvement plans. These desired outcomes with goals, strategies and actions steps, help focus a school's work by setting a target for student learning and achievement or systems, processes and programs that will impact achievement. By choosing strategies and action steps that leverage strengths and focus on connections and coherence, student learning and achievement increase. Carefully choose foundational small steps that lead to desired outcomes and systemic change over time.

The CNA is **not** a test; it is **not** an evaluation of good or bad. It **is** about knowing where you are as a school in relation to research-based exemplars of effective school systems to improve and be the best school possible in your context.

Principles, Indicators and Elements

The Principles, Indicators and Elements describe an effective school system. Developed collaboratively by a team from ADE program areas and representatives from schools and LEAs, this self-reflection process required for continuous improvement is based on current educational research and evidence based best practice.

The Principles, Indicators and Elements describe criteria applicable to all schools, no matter their size, student population, philosophy or location. Schools use the Principles, Indicators and Elements to identify primary needs when addressed and resolved result in increased student achievement and strengthened school systems leading to sustainable improvement.

Principle 1: Effective Leadership

Principle 2: Effective Teachers and Instruction

Principle 3: Effective Organization of Time

Principle 4: Effective Curriculum

Principle 5: Conditions, Climate and Culture

Principle 6: Family and Community Engagement



Completing the Comprehensive Needs Assessment

1. **Establish the Comprehensive Needs Assessment Team:** a powerful, enthusiastic team from across the organization and community is essential to put new strategies into effect and transform an organization. Deciding who should take part in the guiding coalition is crucial. Diversity is key. Building the momentum for change requires strong leadership and visible support from key people. Working as a team helps create momentum and build the sense of urgency in relation to the need for change. This team is a critical part of a comprehensive needs assessment process and should include stakeholders representing all parts of the system; principals, teachers, paraprofessionals, school office staff, parents, families, community members, and students.

The CNA team guides the CNA process, gathering and analyzing data, discussing ratings, coming to consensus on individual elements. They plan and facilitate the process itself, including appropriate involvement and representation that will lead to sustainable systemic change.

Overview:

- Establish group norms and develop timeline
 - Understand the members' roles and responsibilities
 - **Establish additional work teams, if appropriate and needed**
 - Always have the Principle with Indicators and Elements as the primary focus
 - Have access to ALL data
 - Know the purpose of diving into the data
 - Review the data for accuracy and consistency.
 - Using the CNA rubrics, decide on the current state through consensus
 - Identify three or four primary needs
 - Conduct root cause analysis for each need
 - Determine three or four primary needs statement and corresponding desired outcomes
2. **Use the rubrics in the resource document.** Using the rubrics allows individual working teams facilitated by the CNA Team/Guiding coalition to discuss each indicator, elements and evidence in detail and come to consensus on final rating. Before selecting the answer that reflects the current state within each element, data need to be collected, reviewed and analyzed. The data should act as information gathering and a confirmation of the selection. The discussion is key.
 3. The CNA includes suggestions of **data or evidence** to be collected pertinent to the CNA Indicator and Element. These are suggestions of what data may be useful. While these suggestions are not required data points, we highly recommend you use multiple data sources.
 4. **Guiding questions for gathering data:**
 - What data do we currently collect that is relevant to the CNA Indicator and Element?
 - What additional data is needed or can contribute as evidence?
 - Consider five categories (Lipton and Wellman, 2012) when addressing this question (others

may surface as you look at the data):

- Curriculum design and implementation;
- Instruction methods, materials and resources;
- Teachers' knowledge, skills and dispositions;
- Students' knowledge, skills and dispositions; and
- Infrastructure (i.e. Schedules, programming and resources).
- Is data needed to show specific gains or losses or to better understand progression and/or effectiveness of a system or process?
- Which data points do you feel are the most meaningful and useful?

5. Once the data is compiled for each indicator, the **team reviews** it all, preferably in the same session. This provides an opportunity for the team to share what they see in the data and to discuss what these findings mean for each CNA Element.

6. **Guiding questions for data review:**

- **What patterns or trends can be found in the data?**
- What are some positive areas that can be found in the data?
- What areas of need must be addressed based on the data?
- What can you infer from the data?
- What, if any, additional data is needed?

7. **The facilitator's role** is to ensure that all CNA team members' voices are heard and all possible theories from the group are considered before coming to an agreement of a specific CNA Element descriptor that matches the current state.

Remember, it is THE **PROCESS** to determine the current reality that has the **power**.

The **DISCUSSION** is what is important. The scores and the summaries of the scores guide identification of the greatest needs.

CNA Tool Directions

1. Access the Comprehensive Needs Assessment (CNA) Tool from the Support and Innovation webpage CNA to RCA to IAP <http://www.azed.gov/improvement/>

▼ CNA to RCA to IAP

The Comprehensive Needs Assessment, Root Cause, and Integrated Action Plan for all Title I Schools

includes Title I, II, III, IV School Improvement and Move on When Reading Schools will use the 6 Principles, Indicators and Elements to identify strengths and needs in order to increase student achievement and strengthen school systems leading to sustainable improvement. The primary needs identified in the Comprehensive Needs Assessment become the foundation for the Schools Integrated Action Plan. The LEA Integrated Action Plan is based on the School/s' Comprehensive Needs Assessment findings. It supports the implementation of the School Integrated Action Plan.

Comprehensive Needs Assessment

[FY20 CNA Rubric](#)

[FY20 CNA Tool](#)

[CNA-IAP Resources](#) 12.19.18

[CNA-IAP Guidance](#)



2. Open the CNA Tool and save to your computer desktop.
 - a. Be sure to enable editing (yellow bar at the top of the screen).
3. Start with Principle 1-definition
4. Read Indicators one at a time with the corresponding Output.
 - a. Read each Element for that Indicator one at a time.
 - b. Answer the question by clicking on the O next to the answer that reflects the current state based on team discussion and consensus
 - c. Identify trends and patterns.
 - d. Identify possible primary needs for this principle.
 - e. Repeat for each Principle.

Quantitative Data: Quantitative data, both leading and lagging indicators in required.

The templates allow you to collect these data all in one place.

The subgroups listed are required by ESSA.

AzMERIT/MSAA Available: <http://www.azed.gov/research-evaluation/aims-assessment-results/>

Graduation Rate Available: <http://www.azed.gov/research-evaluation/graduation-rates/>

Dropout Rate Available: <http://www.azed.gov/research-evaluation/dropout-rate-study-report/>

Demographics Available: <http://www.azed.gov/research-evaluation/arizona-enrollment-figures/>

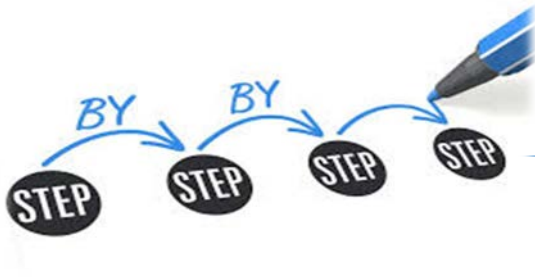
Discipline Available: School or LEA database/dashboard Certification

Teacher attendance, retention: School or LEA database/dashboard

AZELLA-The best source for multiple years of this AZELLA data is the SDELL72 report.

This report can be accessed through ADEConnect-EL Role, which is assigned at the LEA level.

For the first report, this will provide the proficiency levels; however, the LEA will need to link through AZEDS for the demographic information. For reclassification, the LEA can get a reclassification ballpark figure by using the Reassessment results and determining of the number of students who took the test, how many scored Proficient.



Specific Step by Step CNA

A. Planning and Preparation

- Identify the Comprehensive Needs Assessment (CNA) Team
 - The CNA team consists of people who are responsible for working collaboratively throughout the needs assessment process. Ideal team members possess knowledge of programs, the capacity to plan and implement the needs assessment, and the ability to ensure stakeholder involvement.
 - Stakeholders are those individuals with valuable experiences and perspective who provide the team with important input, feedback, and guidance and represent all factions of the school community.
- Discuss the school vision and mission to ground the work
- Determine CNA completion process (which may include forming additional work teams)
- Determine timeline

B. CNA Data Collection, and Analysis

- Data collection
- Data analysis to select the Element descriptors that best match your school for all six Principles' Indicators.
- Discuss, discuss, discuss

Principle 1 - Effective Leadership										
Effective leaders maintain strong professional ethics and integrity to shape a vision of academic success for all students. They analyze and attack challenges and manage systems to position the school and students to achieve at high levels. They set clear, measurable and attainable goals. They create a cadre of high-quality teachers and cultivate leadership in others.										
Indicator			Element	Rate each element/question:				Check and add evidence that supports Rating	Notes / Additional evidence	Indicator Average Score: (Ideal = 3.00)
#	Description	Ideal Output		0	1	2	3			
1.1	Our leadership guides the implementation of a vision of learning that is shared and supported by all stakeholders.	Students believe that all staff and students share a vision of learning and is reflected in staff and student attitudes and behaviors.	A. How did leadership develop the vision of learning?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Written vision, mission and core belief statements <input type="checkbox"/> Meeting notes/minutes from stakeholder meetings <input type="checkbox"/> Meeting notes/minutes from staff meetings	previous principal did it himself	1.33
1.1			B. How often is the vision of learning used to guide the policies/procedures and decisions of the school?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Evidence of vision, mission and core beliefs posted in office areas and classrooms <input type="checkbox"/>	It is posted in the office, but no one refers to it	
1.1			C. How often is the vision of learning reviewed and revised to reflect the current school community?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very old	

Data Summary:				
	Reach consensus on each rating	Average Score	Trends: High/Low Scores	Comments & Notes
Principle 1 - Effective Leadership	1.1	Our leadership guides the implementation of a vision of learning that is shared and supported by all stakeholders.	1.33	
	1.2	Our leadership commits to sustaining a culture of high expectations for learning and growth of all students within a respectful, professional learning community for all staff.	1.75	
	1.3	Our leadership competently manages school operations to provide a safe, efficient, and effective learning environment.	1.33	
	1.4	Our leadership collaborates with staff, family and community members to meet diverse local community interests and needs.	1.75	
	1.5	Our leadership implements a system of academic and fiscal accountability to ensure every student's success.	1.25	Lowest Score
	1.6	Our leadership commits to recruiting effective teachers who meet the state's criteria for being appropriately certified to teach diverse learners.	2.00	Highest Score
	1.7	Our leadership commits to retaining effective teachers who meet the state's criteria for being appropriately certified to teach diverse learners.	2.00	Highest Score
	1.8	Our leadership commits to equitably distributing effective and highly effective teachers, as defined by the Arizona Framework for Measuring Educator Effectiveness, among all schools to meet the needs of diverse learners.	2.00	Highest Score
Average Score for Principle 1 - Effective Leadership:		1.68		
Identify trends and patterns for Principle 1 - Effective		patterns of limited input and collaboration		
Identify possible primary needs for Principle 1 - Effective		vision mission and beliefs need to be established, lack of accountability systems in place		

C. Gather, review and analyze demographic data

Guiding Questions

- How do student outcomes differ by demographics and programs?
- What is the longitudinal progress of a specific cohort of students?
- What are the characteristics of students who achieve proficiency and of those who do not?
- Where are we making the most progress in closing achievement gaps?
- How do absence and mobility affect assessment results?

Δ. Gather, review and analyze leading indicator data

Leading Indicators are formative. They track progress along the way and guide course corrections as needed.

Dropout rate Guiding Questions

- Are there significant differences in dropout rates among subgroups?
- Are there any trends? Who? When?
- Student attendance rate
- Have there been changes in the attendance rate overtime?
- Are there trends among subgroups or grade levels?

Discipline incidents Guiding Questions

- Have there been changes in the discipline incidents rate overtime?
- Have there been changes in the types of discipline incidents over time?
- Are there trends among subgroups, grade levels or teachers?

Truancy

- Have there been changes in the truancy rate overtime?
- Are there trends among subgroups or grade levels?

Teacher attendance rate

- Are there any overall trends?
- Do the trends correlate with achievement data?

E. Gather, review and analyze lagging indicator data

Lagging/Achievement Indicators are summative—they are longer term outcomes that enable us to reflect on the impact of a strategy.

- Percentage of students at or above each proficiency level on State assessments in reading/language arts and mathematics, by grade and by student subgroup
- Possible Student Achievement Guiding Questions
- Effective collaboration to support student achievement: What processes are in place to ensure that effective collaboration is occurring to advance student achievement? Are existing processes effective?
- Are there trends among subgroups?
- Are there trends among grade levels?
- Are there teacher specific trends?
- Are there trends relative to ELA or Mathematics?

Percentage of limited English proficient students who attain English language proficiency

- Are there trends among grade levels?
- Are there teacher specific trends?
- Have there been changes in the proficiency rates overtime?

Graduation rate

- What processes are in place to support practices that positively affect graduation outcomes? What gaps exist in outcomes among student subgroups?
- Have there been changes in the graduation rates over time? 4-year cohort? 5- year cohort? 6-year cohort?

CNA Tool Quantitative Templates

K-8 AzMERIT AZELLA

HS AzMERIT

Misc. Data

Teachers

AzMERIT Data

Grade 3 English Language Arts

	% Highly Proficient			% Proficient			% Minimally Proficient			% Not Proficient		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
All Students												
Racial/Ethnic Subgroups												
American Indian												
Asian/Pacific Islander												
Black												
Hispanic												
White												
Multi-Racial												
Other Subgroups												

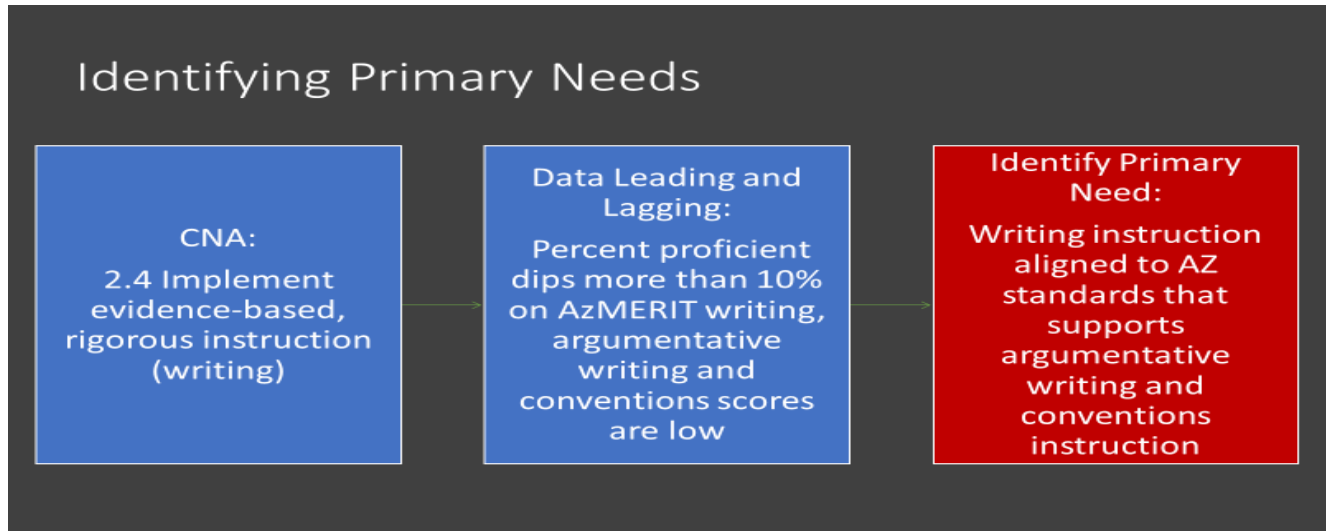
Misc. Data

Student Demographics				Misc. Data				Graduation Rate						
								4 year cohort			5 year cohort			
Racial/Ethnic Subgroups	2016-17	2017-18	2018-19	Racial/Ethnic Subgroups	2016-17	2017-18	2018-19		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Racial/Ethnic Subgroups	2016-17	2017-18	2018-19	All Students				All Students						
Racial/Ethnic Subgroups	2016-17	2017-18	2018-19	Racial/Ethnic Subgroups	2016-17	2017-18	2018-19	Racial/Ethnic Subgroups						
American Indian				American Indian				American Indian						
Asian/Pacific Islander				Asian/Pacific Islander				Asian/Pacific Islander						
Black				Black				Black						
Hispanic				Hispanic				Hispanic						
White				White				White						
Multi-Racial				Multi-Racial				Multi-Racial						
Other Subgroups				Other Subgroups				Other Subgroups						
Economically Disadvantaged				Economically Disadvantaged				Economically Disadvantaged						
English Learners				English Learners				English Learners						
Foster				Foster				Foster						
Homeless				Homeless				Homeless						
Migrant				Migrant				Migrant						
Students with Disability				Students with Disability				Students with Disability						

F. Identify 3 or 4 Primary Needs

Primary need is CNA principle, indicator or element PLUS data source.

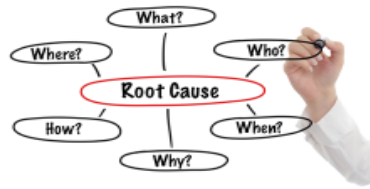
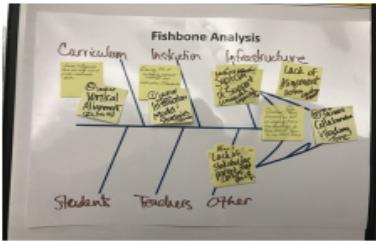
Reread the trends and patterns summaries and possible primary needs from all 6 Principles. Analyze the data you have from a variety of resources. Use the information in these summaries to Identify three or four primary needs.



Final Steps: Summary and Needs Identification		
Using the summary of your data above: Step 1- identify your overall Primary Needs Step 2 - Conduct a Root Cause Analysis (next 3 tabs) Step 3 - Write Primary Needs Statements and Desired Outcomes (after root cause analysis)		
Step 1: Identify your 3- 4 Primary Needs	1	
	2	
	3	
	4	
Step 2: Identify Root Causes <i>See next three tabs</i>	1	
	2	
	3	
	4	
Primary Needs Statements and Desired Outcomes <i>determined by root cause analysis</i>	1	
	2	
	3	
	4	

CNA Tool Final Summary

Next step is critical to successful change.



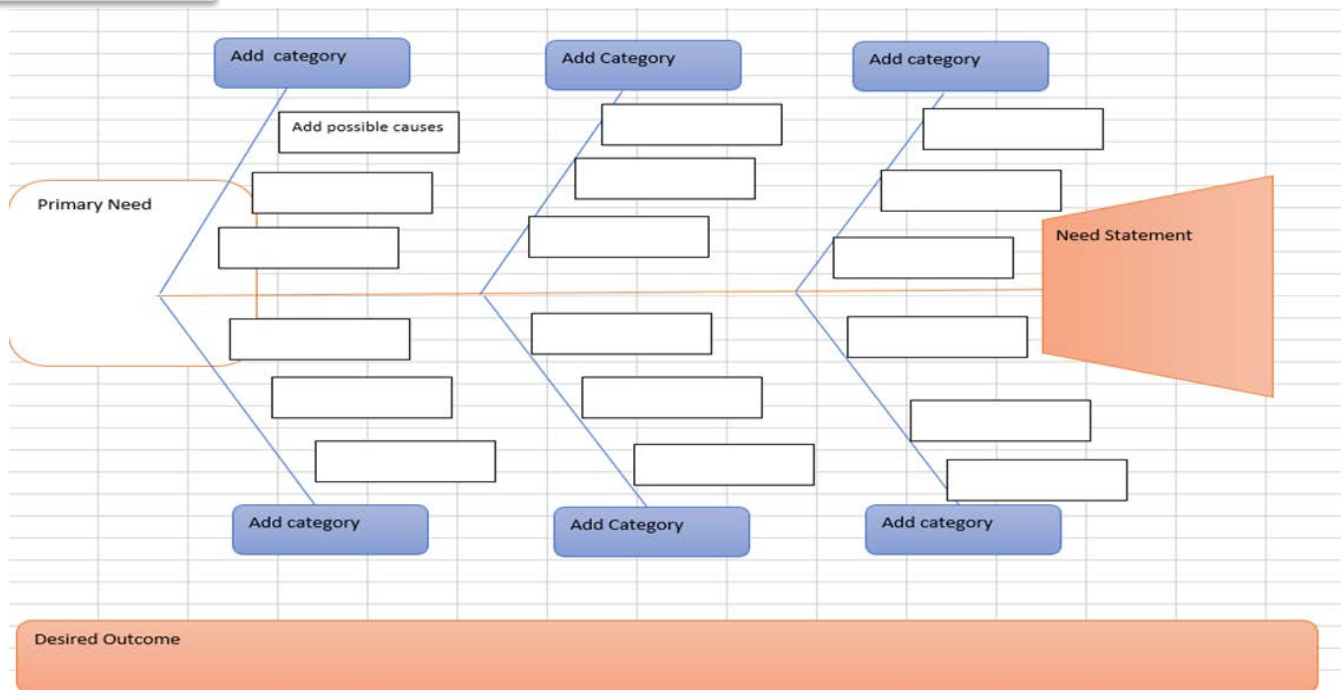
Have a problem? Now what?

G. Conduct a Thorough Root Cause Analysis

for your top 3 or 4 primary needs, resulting in Needs Statements and Desired Outcomes. Root cause analyses take time! It is necessary for impactful change. Root cause analysis is a structured team process. It allows the use of a strategic method to dig down into the primary need and determine causes and contributing factors. Often during the discussion of causes, different perspectives of the same situation are uncovered for an enhanced picture of the problem. At the end of the root cause analysis, the major cause is discovered and what needs to happen to remove the problem is determined. This is time to discuss causes, not solutions. The root cause is the one major contributing factor.

Fishbone
Diagram

Root Cause:



Fishbone Diagram Process Directions: The team identifies clear and specific primary needs based on patterns and trends in the CNA.

- i. Choose ONE of the primary needs identified in the CNA to address first and write it in the head of the fishbone.
- ii. The team facilitator asks the team, “How do we know that problem exists? What are the teachers doing? What are the students doing? (see the root cause analysis questions for support with this)
- iii. The team recorder documents comments on the fishbone grouping items in like categories, for example: teachers, students, curriculum, assessment, etc.
- iv. After, all ideas are documented on the fishbone. Reread the ideas on the fishbone.
- v. Highlight similar items.
- vi. Look at the highlighted items, what pattern or trend surfaced? That is your root cause.
- vii. Once the team agrees on the root cause, determine what needs to change to eliminate the root cause---what needs to change is the need statement. To verify you have gotten to the heart of the problem, ask the following:
 - a. Is what in the fishbone tail, if it were corrected would the problem continue?
 - i. If yes, you need to dig deeper and use the 5 whys.
 - ii. If no, you found the root cause
- viii. If you said the problem might continue, you need to dig deeper by asking the 5 whys...asking “Why?” until the root cause has been identified.
- ix. It often takes three to five whys, but it can take more than five. So, keep going until the team agrees on the root cause.

Root Cause guiding questions:

- Would the problem have occurred if the cause had not been present? If no, then it is a root cause. If yes, then it is a contributing cause.
- Will the problem reoccur as the result of the same cause if the cause is corrected or dissolved? If no, then it is a root cause. If yes, then it is a contributing cause.
- Will correction or dissolution of the cause lead to similar events? If no, then it is a root cause? If yes, then it is a contributing cause.

Important note: Focus on causes you can impact, not those out of the school’s control.

Example: There are three main parts of the fish: head, body and tail.

In the head, you see the indicator that was identified in the CNA as a **primary need**: “2.4 Our teachers are not implementing evidence based rigorous and relevant instruction” as evidence from classroom observations, lesson plans and the % proficient on AZ Merit, combining the evidence and data was to determine that it was a primary need.

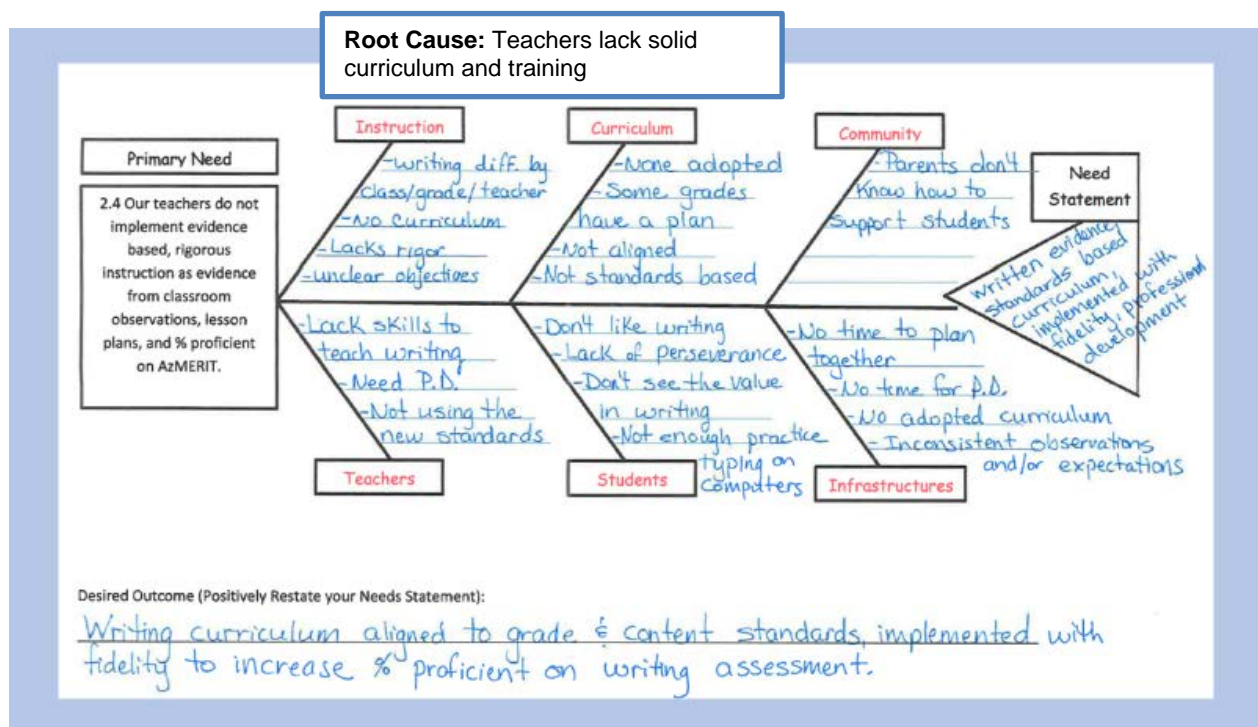
All the causes for teachers not implementing evidence based rigorous and relevant instruction were brainstormed. Target questions guide the work. After brain storming, all ideas were considered, and common trends and patterns identified; then key words or phrases that are in common were highlighted.

The **root cause** was identified as Teachers lack solid curriculum and training

- The **needs statement** is, “written evidence-based curriculum implemented with fidelity...”
- The Needs statement is restated it in a positive and becomes the **desired outcome**.

Tips

- Use the fishbone diagram tool to keep the team focused on the causes of the problem, rather than the symptoms or solutions.
- Consider drawing your fish on a flip chart or large dry erase board.
- Make sure to leave enough space between the major categories on the diagram so that you can add minor detailed causes later.
- When brainstorming causes, consider having team members write each cause on sticky notes, going around the group asking each person for one cause. Continue going through the rounds, getting more causes, until all ideas are exhausted.
- Encourage each person to participate in the brainstorming activity and to voice their own opinions.
- Note that the “5 whys” method, below, is often used in conjunction with the fishbone.



The 5 Why Method

The 5-Whys is a simple brainstorming tool that can help teams identify the root cause(s) of a problem. Once a general problem has been recognized, ask “why” questions to drill down to the root causes. Asking the “5-Whys” allows teams to move beyond obvious answers and reflect on less obvious explanations or causes.

Step-by-step instructions

State the problem you have identified as a strategic problem to work on.

Start asking “why” related to the problem. Like an inquisitive toddler, keep asking why in response to each suggested cause.

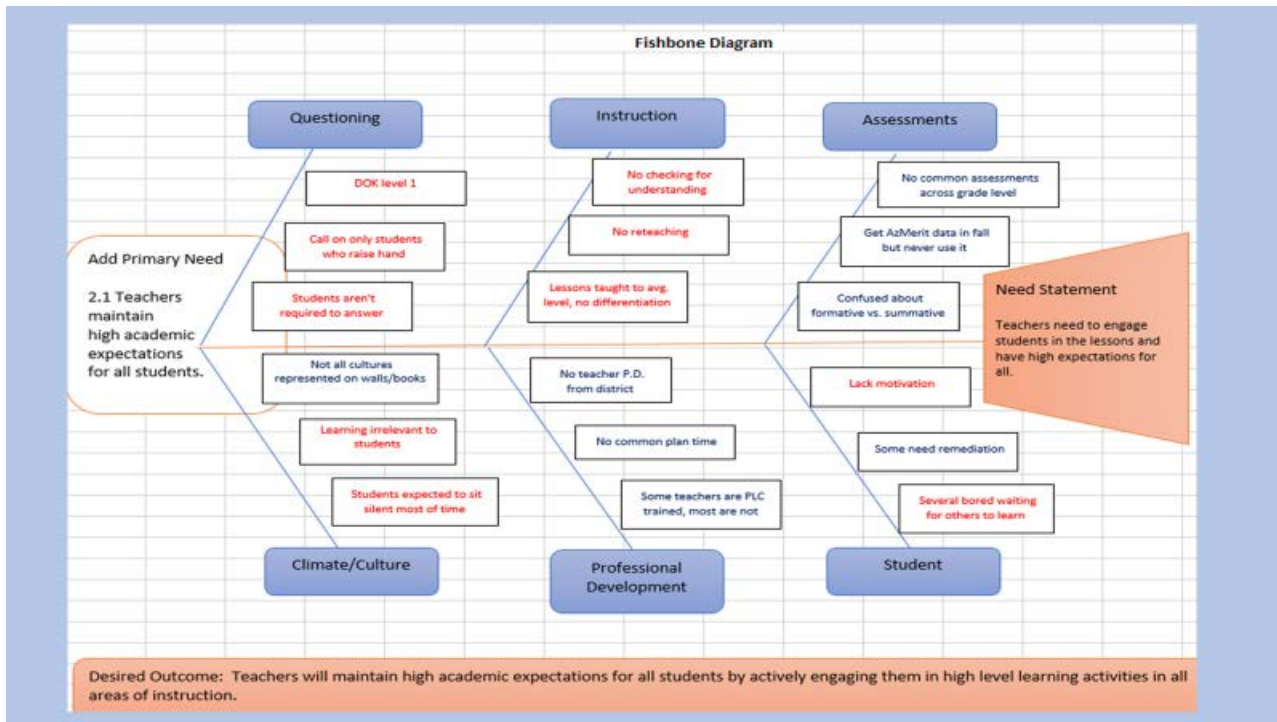
Ask as many “whys” as you need in order to get insight at a level that can be addressed (asking five times is typical). You will know you have reached your final „why” because it does not make logical sense to ask why again.

The “5-Whys” is a strategy that is often used after an issue has been identified using another tool, such as a Fishbone Diagram or Process Mapping. Guard against using the “5-Why” questions on their own to avoid a narrow focus or bias.

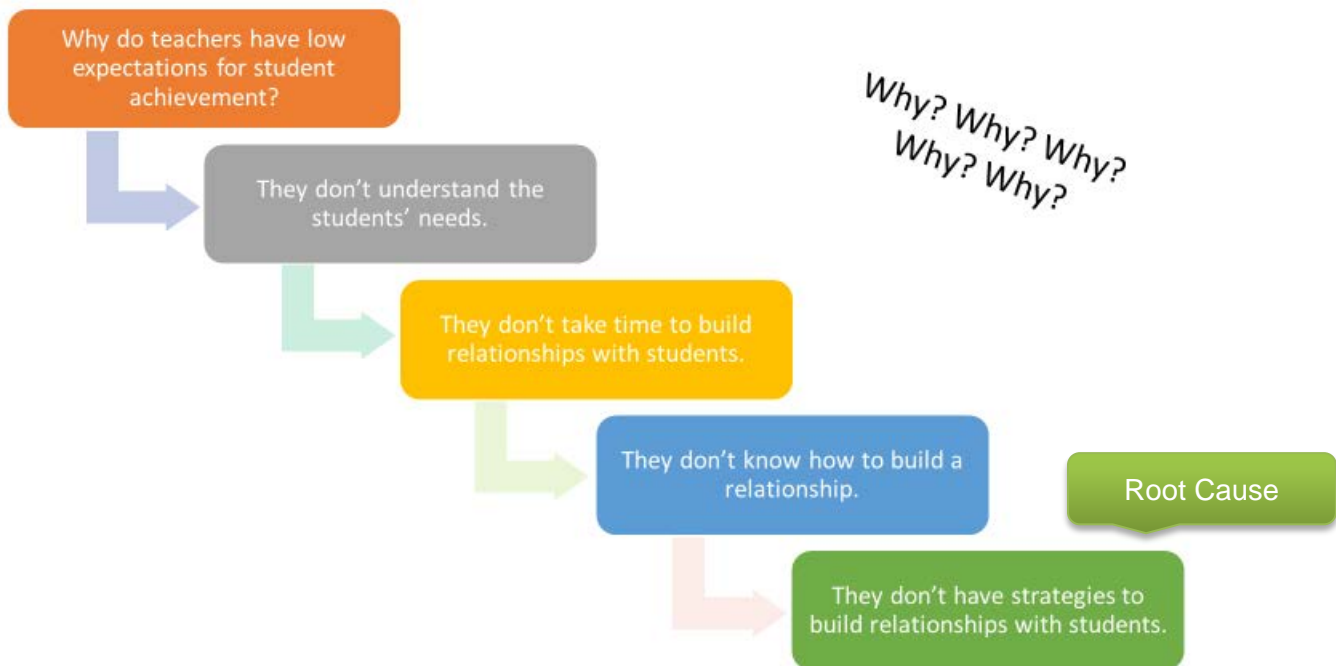
This methodology is closely related to the Cause & Effect Fishbone diagram and can be used to complement the analysis necessary to complete a Cause & Effect diagram.



Sometimes you have to dig a little deeper...



After conducting the root cause analysis, they need statement is still too general...so digging deeper is necessary



Tips

- Try to move on quickly from one question to the next, so that you have the full picture before you jump to any conclusions.
- be used to complement the analysis necessary to complete a Cause & Effect diagram
- The "5" in 5 Whys is just a "rule of thumb." In some instances, you may need to go on and ask "why?" a few more times before you get to the root of the problem. In others, you may reach this point before you ask your fifth "why?" If you do, be careful that you've not stopped too soon. The important point is to stop asking "why?" when the

useful responses stop coming.

- As you work through your chain of questioning, you'll often find that someone has failed to take a necessary action. The great thing about 5 Whys is that it prompts you to go further than just assigning blame, and to ask why that happened. This often points to organizational issues or areas where processes need to be improved.

Complete CNA Tool Step 2: Identify Root Causes and Step 3: Primary Needs and Desired Outcomes in the CNA tool

Final Steps: Summary and Needs Identification

Using the summary of your data above: Step 1- Identify your overall Primary Needs Step 2 - Conduct a Root Cause Analysis
Step 3 - Write Primary Needs Statements and Desired Outcomes

Step 1: Identify your 3- 4 Primary Needs	1	2.1 Teachers maintain high academic standards for all students
	2	2.4 Our teachers do not implement evidencebased,rigorous instrution
	3	Strong Math Instruction Aligned to Standards
	4	
Step 2: Identify Root Causes	1	Teachers lack solid curriculum training
	2	Teachers don't have strategies to build relationships with students
	3	No adopted math curriculum
	4	
Primary Needs Statements and Desired Outcomes	1. Teachers need to engage students in lessons and have high expectations for all	Teachers will maintain high academic expecttionsfor all students by actively engaging them in high level learning activities in all areas of instruction.
	2. Written evidence, standards based curriculum implemented with fidelity	Writing curriculum aligned to grade level and content standards implemented with fidelity to increase writing oroficiency
	3. Need a written evidence and standards-based math curriculum implemented with fidelity and professionally learning for evidence-based math instruction (4.2, 4.3, 4.5, 2.2, 2.4, 2.6)	Evidence and standards-based Math curriculum aligned to grade level and content standards, implemented with fidelity to increase math proficiency on state assessment.

Upload the completed CNA Tool and Root Cause Analysis Templates to ALEAT

Upload the school CNA at the top of the Integrated Action Plan into the School File Cabinet, at the paper clip at the top of the page of the plan.
Be sure to label the document **SY17-18SchoolNameCNA**

Arizona LEA Tracker (ALEAT)

LEAs: ESSA sample - 2016 | Current LEA: ESSA sample - 2016 | Current School: Best Dang School in Arizona - ESSA School

LEA Overview | Plan | File Cabinet

Home > Plan

INTEGRATED ACTION PLAN [Paper Clip Icon] [Add Icon] [Edit Icon]

Best Dang School in Arizona - ESSA School - 2016 - 2017 School Year

Last Updated: Tee Lambert 09/24/2016 4:45 PM

Action Steps: 24

Status:

- Completed (0)
- Not Begun (0)
- In Progress (24)
- Suspended (0)

Select Document Type:

- ☒ New File: Please do not upload documents that contain student-identifying information unless specifically requested. [Choose File](#) SY17-18 Be... - CNA.xlsx File size limit: 50 MB
- ☐ Existing File
- ☐ Link to a web page URL
- ☐ Hard Copy Reference Only

Title *:

☐ Use Filename ☒ SY17-18 Best School in AZ - CNA.xlsx

Description:

This is published.

Permissions

Attach Cancel

Instructions:

- After clicking on the paper clip it will take you to the upload screen. (1)
- Click on the Choose File link and choose your CNA. (2)
- Then uncheck the check next to Use File. (3)
- Fill in the Title of the document to reflect the school year, the school name and that it is the CNA. (4)
- Example: SY17-18 Best School in AZ - CNA
- Then click on Attach (5)

Integrated Action Plan

The **Integrated Action Plan (IAP)** is developed based on the School level Comprehensive Needs Assessment (CNA) and should be developed in concert with all applicable stakeholders, with opportunities for meaningful input and feedback from parents and community members, to ensure the plan is reflective of local context and needs.

The **school-level IAP (SIAP)** addresses three or four areas of need identified by the school's CNA and satisfies the majority of the programmatic requirements of included state and federal grants received by the school in one comprehensive plan. This process serves to integrate and align plans required across grant programs to access state and federal grant resources and ensure a coherent, connected plan for continuous improvement. Current included programs are Title I, II, III, IV, MOWR and School Improvement.

The **LEA-level IAP (LIAP)** supports the system's areas of focus as identified and informed by an LEA's analysis of school CNAs and school IAPs. This provides the opportunity for the LEA to address and satisfy the majority of the programmatic requirements including state and federal grants received at the LEA level in one plan. School integrated Action Plan (SIAP) and the LEA integrated Action Plan (LIAP) are written annually.

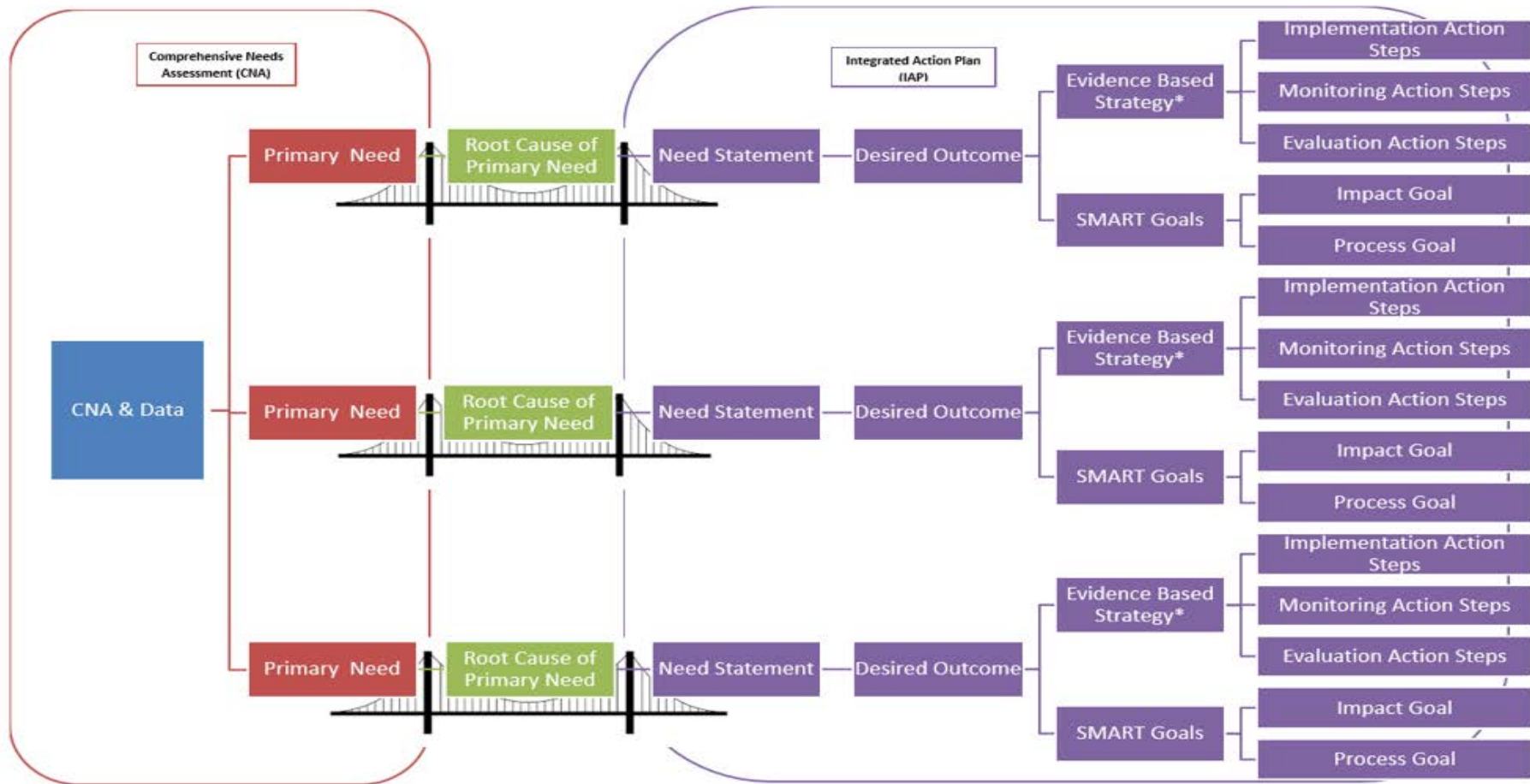
IAP Requirements:

- ☐ Three or four Need Statements with correlated Desired Outcomes; SMART Goals, if required
- ☐ Evidence based Strategies
- ☐ Evidence based Action Steps (use appropriate tags are required, funding and program tags)
 - Implementation Action Steps
 - Monitoring Action Steps
 - Measures
 - Success Criteria and Evidence
 - Evaluation Action Steps
 - Measures
 - Success Criteria and Evidence

Address only the applicable Principles (all 6 are **not** required) based on CNA, identified three or four Need Statements and Desired Outcomes and any that address additional program area requirements. Targeted, intentional, focused actions result in real change. A "laundry list" of needs and desired outcomes will dilute focus, scatter efforts and will not result in real change.

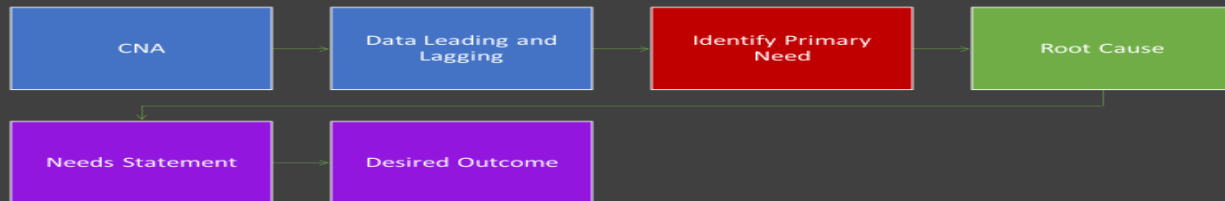
Integrated Action Plan Diagram

Special Note: A desired outcome could have more than one evidence-based strategy

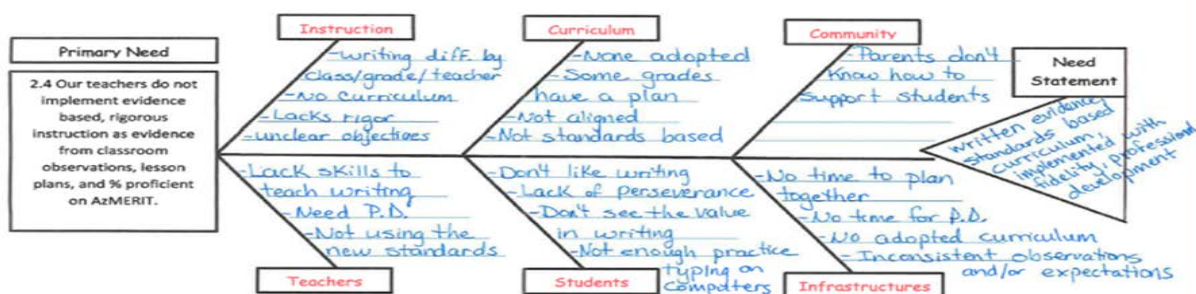
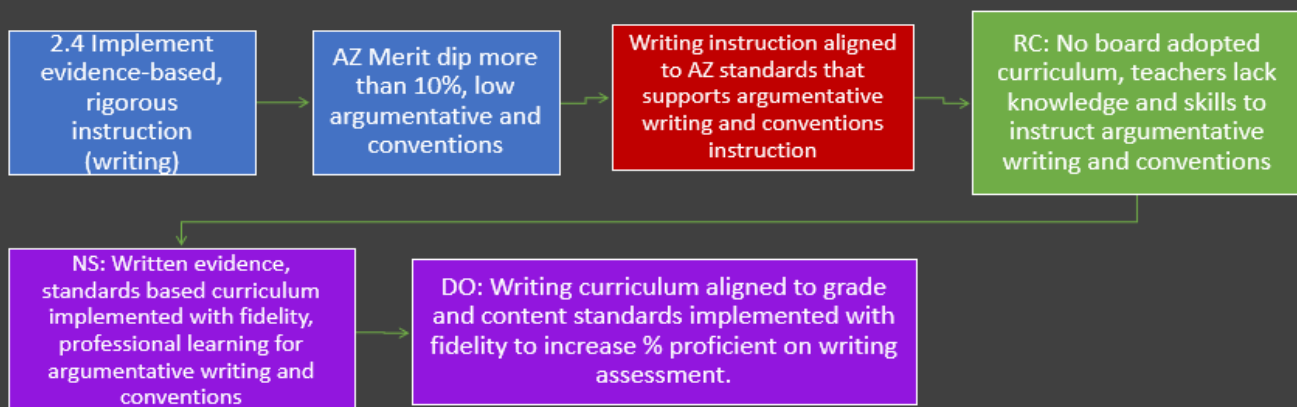


School Integrated Action Plan (SIAP)

Connecting RCA and IAP



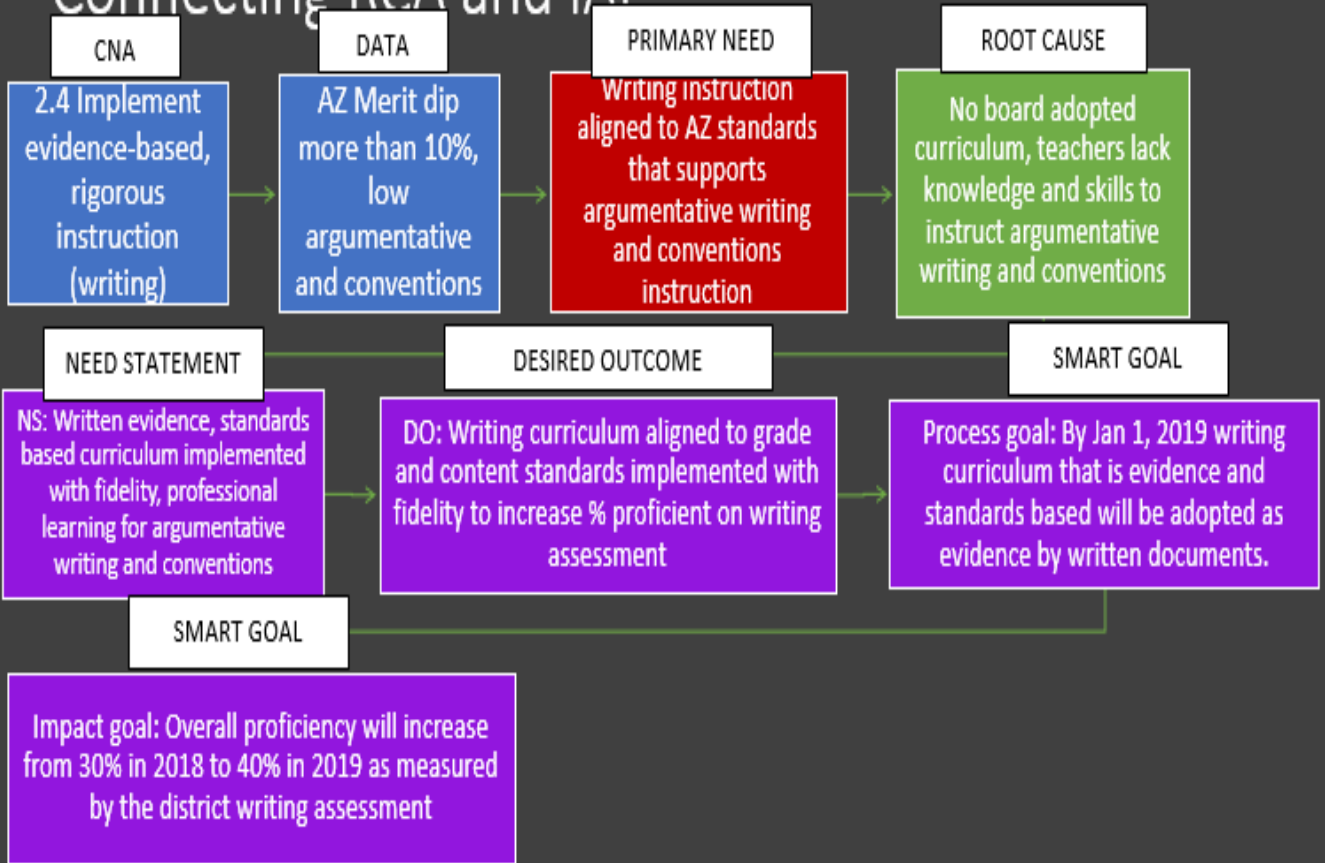
Connecting RCA and IAP



Desired Outcome (Positively Restate your Needs Statement):

Writing curriculum aligned to grade & content standards, implemented with fidelity to increase % proficient on writing assessment.

Connecting RCA and IAP





Integrated Action Plans

The **Integrated Action Plan (IAP)** is developed based on the school level Comprehensive Needs Assessment (CNA) and should be developed in concert with all applicable stakeholders, with opportunities for meaningful input and feedback from parents and community members, to ensure the plan is reflective of local context and needs.

The **school-level IAP (SIAP)** addresses three or four root causes and need statements identified by the school's CNA and satisfies the majority of the programmatic requirements of included state and federal grants received by the school in one comprehensive plan.

The **LEA-level IAP (LIAP)** supports the system's areas of focus as identified and informed by an LEA's analysis of school CNAs and school IAPs. This provides the opportunity for the LEA to address and satisfy the majority of the programmatic requirements including state and federal grants received at the LEA level in one plan.

School integrated Action Plan (SIAP) and the LEA integrated Action Plan (LIAP) are written annually.

IAP Requirements:

- Three or four Primary Needs, Root Causes, Need Statements with correlated Desired Outcomes; SMART Goals, if required
- Evidence based Strategies
- Evidence based Action **Steps - appropriate tags are required, funding and/or program tags**
 - Implementation Action Steps
 - Monitoring Action Steps
 - Measures
 - Evaluation Action Steps
 - Measures
 - Success Criteria and Evidence

Address only the applicable Principles based on the needs identified in the CNA; all 6 principles are **not** required to be addressed. Be sure to identify three or four Primary Needs, Root Causes, Need Statements and Desired Outcomes. Targeted, intentional, focused actions result in real change. A "laundry list" of needs and desired outcomes will dilute focus, scatter efforts and will not result in real change.



School Integrated Action Plan (SIAP) Process:

- Identify writing team
 - include all stakeholders
 - Establish group norms or agreements
- Establish timeline for writing the plan
- For each identified primary need, enter the need statement and desired outcome under the identified Principle
 - Add SMART goals as needed or required
- Starting with the identified specific desired outcomes, backward design the evidence-based improvement strategies and action steps
- Investigate evidence-based programs, strategies or interventions to address each desired outcome; resources available <http://www.azed.gov/improvement/>
 - Generate list of possibilities
 - Investigate possibilities
 - Select evidence-based strategies
- Add selected strategy under appropriate principle
- Develop action steps (using actionable verbs)
 - Implementation action steps
 - Develop clear and comprehensive actionable action steps including who is responsible and the timeline
 - Align resources, funding sources, people and time to action plan
 - Monitoring action steps
 - Determine measures to monitor implementation
 - Collect information to monitor the quality of supports being provided
 - Identify and track progress and performance
 - Consider what additional information is needed to determine if action steps are working
 - Assess the degree to which the implementation plan is being followed with fidelity
 - Is the intervention, strategy, system, or process accomplishing the intended goal/s?
 - Should it be continued, or adjustments made?
 - Evaluation action steps
 - Determine measure/s to evaluate success
 - Determine criteria and evidence of success
 - Use the evidence to determine whether the intervention should continue as is, be modified, or be discontinued
 - Were desired outcomes reached?



Were SMART goals met? Ensure coherence and obvious relationships between all need statements, desired outcomes, SMART goals, strategies and action steps.

The following is a completed IAP Worksheet example with all required elements

Sample School Site IAP Worksheet

	Root Cause: Lack of rigor and utilization of data driven instruction by teachers due to lack of knowledge and time for collaboration; lack of administrator/coach feedback and support	
	Needs Statement: (tail of fishbone) A system of support is needed for teachers to learn and understand rigor and differentiation to ensure data driven, high quality, rigorous lesson development to meet the needs of all students.	
	Desired Outcome: (Needs statement restated in a positive) Teachers will create and implement rigorous, high quality, differentiated data driven lessons for all students resulting in improved student outcomes	
	SMART Goals (If the primary need is fixed how will your % proficient be affected?) Process: A system of support for teachers will be planned and put into place by November 2019. Impact: Reading achievement for all students will increase by 15% moving from 18% proficient and highly proficient on 2018 AzMERIT to 33% proficient or highly proficient on 2019 AzMERIT.	
	Strategy #1: Consistent walk through observations and feedback to provide instructional support, improve learning outcomes	Implementation Action Steps: <ul style="list-style-type: none"> Administrators implement short cycle observation and feedback process Instructional coaches observe classes on a frequently, scheduled basis Instructional coaches report observation data/tracker to Principal and District Curriculum Director Principal shares school wide observation data to improve instruction at staff meetings Admin Team and Instructional Coaches meet regularly to review walk through data and plan supports as necessary Admin Team and Instructional Coaches identify instructional focuses based on observation data Targeted planning with the Instructional Coach and teachers building on short cycle observation/feedback loop

17		Monitor Implementation Action Steps: <ul style="list-style-type: none"> Administrative walk through observation data Observation data/tracker records Monitor teacher lesson plans reflect rigor and use of data to drive instruction Administrative calendars and feedback meeting notes Coaches' calendars and meeting notes Staff meeting agendas Administrative/coach meeting agendas
		Evaluation Action Steps: <ul style="list-style-type: none"> Determine strategy impact by reviewing the following evidence: <ul style="list-style-type: none"> Last quarter lesson plan quality Last quarter PLC meeting minutes Coaching records Teacher evaluations Summative achievement data
	Strategy #2: Develop a System of Instructional Support to foster student-centered grade-level instruction, provide for time, adequate planning, collaboration and reflection.	Implementation Action Steps: <ul style="list-style-type: none"> PLC training for all teachers, coaches and administrators Development of PD calendar with PLC process embedded Department and Grade-level PLCs will be embedded into the PD calendar on a rotating basis focusing on student achievement; behavior and attendance Administer end of year surveys for teachers and students-teachers will complete teacher inventory and students will complete student engagement survey Support new and developing teachers with mentor support in the areas of data analysis, standards-based instructional planning and classroom management
		Monitor Implementation Action Steps: <ul style="list-style-type: none"> PLC calendar and minutes PD calendar Coaches' calendars and meeting notes Staff meeting agendas Administrative/coach meeting agendas

		Evaluation Action Steps: <ul style="list-style-type: none"> ▪ Survey results ▪ Determine strategy impact by reviewing the following evidence: <ul style="list-style-type: none"> ▪ Last quarter lesson plan quality ▪ Last quarter PLC meeting minutes ▪ Coaching records ▪ Teacher evaluations ▪ Summative achievement data
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LEA Integrated Action Plan (LIAP)

The **LEA IAP** supports the implementation of the SIAP. The LEA IAP is based on:

- A review of all School CNA results
- Reflective questioning process and discussion
- Identification of evidence-based strategies and action steps to support all school/s successful SIAP implementation.
- Analyze Schools' Comprehensive Needs Assessment (CNA) data for trends and patterns across schools.



LEA Guiding Questions

- What patterns or trends are evident in student achievement data among the schools?
- What patterns or trends are evident in student and teacher demographic data?
- What patterns or trends are evident in the Leading Indicator data?
- What patterns or trends are evident in the data regarding the 6 Principles?
- What patterns or trends are evident in the primary needs selected by schools to be addressed in school IAPs?
- What specific evidence-based strategies, actions and interventions can the LEA implement to support schools to successfully address identified primary needs and desired outcomes?
- What systems, processes, procedures, operational flexibility can be put in place to support schools in implementation of School Integrated Action Plans?
- How will these actions be monitored and evaluated? Are we doing what we said we would do? Are we doing it well? Is it impacting students learning and achievement? How do we know?

Create an LEA integrated action plan with strategies and action steps that align systems across the LEA to ensure successful school IAP implementation.

17

- Three or four Need Statements with correlated Desired Outcomes and SMART Goals, if required based on school IAPs trends and necessary support
- Evidence based Strategies
- Evidence based Action Steps (use appropriate tags for required, funded and non-funded activities)
 - Implementation Action Steps
 - Monitoring Action Steps

- Measures to be used
- Success Criteria and Evidence
- Evaluation Action Steps
 - Measures to be used
 - Success Criteria and Evidence

Sample LEA Integrated Action Plan Worksheet

Completed LEA IAP with all required elements including schools with similar primary need
Example #1

SAMPLE Primary Need #1	Primary Need: (head of fishbone) Strong Math Instruction Aligned to Standards	
	Schools that Display Primary Need: Arizona Elementary School, Sunburst Elementary School	
	Root Cause(s): No adopted math curriculum	
	Needs Statement(s): (tail of fishbone) Need a written evidence and standards-based math curriculum implemented with fidelity and professionally learning for evidence-based math instruction (4.2, 4.3, 4.5, 2.2, 2.4, 2.6)	
	Desired Outcome: (Needs statement restated in a positive) Evidence and standards-based Math curriculum aligned to grade level and content standards, implemented with fidelity to increase math proficiency on state assessment.	
	SMART Goals: Impact (If the primary need is fixed how will your % proficient be affected?) Math achievement for all students will increase by 15% moving from 0% proficient or highly proficient on 2018 AzMERIT to 15% proficient or highly proficient on 2019 AzMERIT. Process: Research and select evidence and standards-based Math curriculum aligned to grade level and content standards by November 2019 as evidenced by written recommendation and documentation. Process: Implementation of evidence and standards-based Math curriculum beginning August 2020 as evidenced by LEA implementation schedule and plan.	
17	Strategy: Support Research and Adoption of an evidence and standards-based math curriculum.	Implementation Action Steps: <ul style="list-style-type: none"> ▪ Facilitate research of evidence-based programs for elementary school ▪ Help facilitate the ordering of sample materials ▪ Meet with Curriculum Adoption Committee ▪ Support completing Curriculum Rubrics

17		<ul style="list-style-type: none"> ▪ Monitor Implementation Action Steps: ▪ Adoption calendar ▪ Participant roster ▪ Meeting Schedules
		<ul style="list-style-type: none"> ▪ Evaluate Implementation Action Steps: ▪ Adoption of an evidence and standards-based math curriculum by Board ▪ Purchase of all adopted materials - evidence
	Strategy: Support implementation of the selected evidence-based math instruction.	Implementation Action Steps: Action Steps: <ul style="list-style-type: none"> ▪ Work with Site Principals to create a calendar to roll out implementation ▪ Provide implementation support personnel as needed
		Monitor Implementation Action Steps: <ul style="list-style-type: none"> ▪ Classroom walkthrough schedules, notes and next steps ▪ Meeting agendas and minutes ▪ Lesson Plans
		Evaluate Implementation Action Steps: <ul style="list-style-type: none"> ▪ Evidence of curriculum implementation (with fidelity) ▪ Evidence of site visits and classroom walkthrough and data-based actions taken as a result ▪ Summative achievement data
	Strategy: Support Consistent high quality professional development and support for all teachers.	Implementation Action Steps: Action Steps: <ul style="list-style-type: none"> ▪ Schedule PD sessions ▪ Schedule and conduct meetings with site principals to review walkthrough observations and action plans ▪ Attend site PDs to show support for the initiatives ▪ Support sites with funds to conduct peer
		Monitor Implementation Action Steps: <ul style="list-style-type: none"> ▪ PD calendar/schedule ▪ Meeting agendas and minutes ▪ PD sign ins ▪ Coaches logs and notes ▪ Peer observation calendar
		Evaluate Implementation Action Steps: <ul style="list-style-type: none"> ▪ Completion of all PD ▪ Evidence of classroom implementation ▪ Summative achievement data

LEA IAP SAMPLE #2

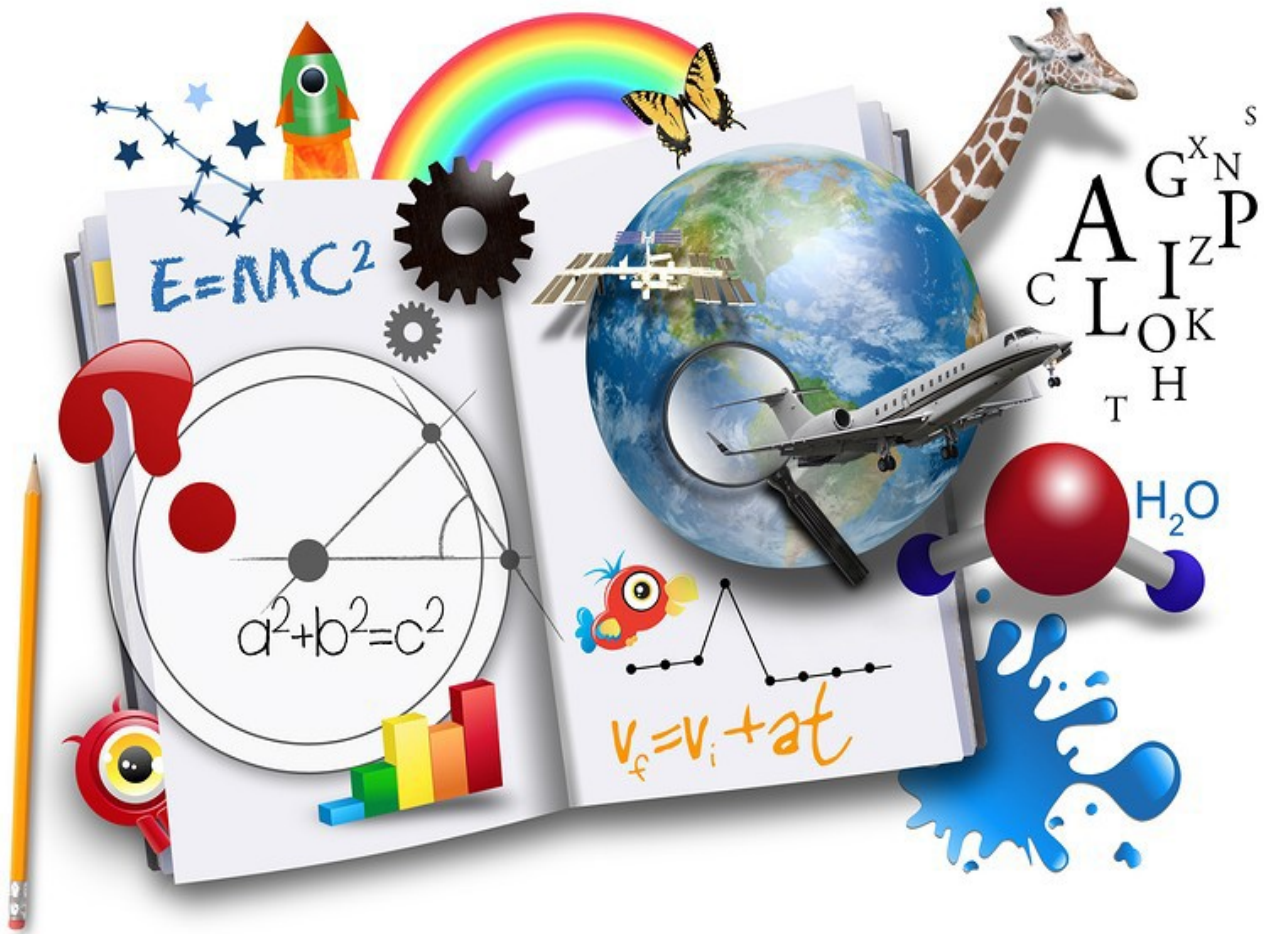
	Schools that Display Primary Need: Dream Big Middle School, Hope Middle School	
	Root Cause(s): learning goals are not evident, content is not focused, pacing guides are inadequate	
Primary Need #2	Need Statement: scope and sequence and pacing guides do not include learning goals and do not provide flexibility based on diverse learner needs with content learning progressions reflecting an appropriate scope and sequence with coherence	
	Desired outcomes: Development of scope and sequence with pacing guides that are based on learning goals and provide flexibility based on diverse learner needs with content learning progressions reflecting an appropriate scope and sequence with coherence	
17	<p>SMART Goal: (If the primary need is fixed how will your % proficient be affected?) Math achievement for all students will increase by 15% moving from 0% proficient or highly proficient on 2018 AzMERIT to 15% proficient or highly proficient on 2018 AzMERIT.</p> <p>Reading achievement for all students will increase by 10% moving from 5% proficient or highly proficient on 2018 AzMERIT to 15% proficient or highly proficient on 2018 AzMERIT.</p>	
	Strategy: Provide Training for Instructional Coaches in Backward Design	<p>Implementation Action Steps:</p> <ul style="list-style-type: none"> ▪ District Leadership will plan PD on Backwards Design Principles ▪ District Leadership will provide training to all instructional coaches and site leadership ▪ District will provide ongoing PD quarterly to monitor Backwards Design Implementation ▪ Create a District Template for Backwards Planning Units
	Strategy: Teachers train in Backward Design	<p>Implementation Action Steps:</p> <ul style="list-style-type: none"> ▪ Create 2 district wide PD days on the calendar for training sites to complete initial training ▪ Provide substitutes for teachers to participate in one full day of training each quarter to plan for instruction for each content area (Math and ELA).
	Strategy: Support sites with backwards Design	<p>Implementation Action Steps:</p> <ul style="list-style-type: none"> ▪ Purchase Understanding by Design for each instructional coach and site principal ▪ Purchase Understanding by design Professional Development workbook for each instructional coach and site principal

	Strategy: Monitor Implementation*for all three strategies above	Action Steps: <ul style="list-style-type: none"> ▪ Instructional coaches will collect data on benchmarks/interims to determine unit effectiveness ▪ Instructional coaches will monitor scope and sequence alignment for summer review based on unit plans
	Strategy: Evaluate Implementation*for all three strategies above strategy.	Action Steps: <ul style="list-style-type: none"> • Evidence: Use of learning goals in lesson plans resulting in increased student achievement on summative assessment

NOTE:

When each strategy has separate monitoring and evaluating action steps they are action steps included in each strategy.

When the monitoring and evaluation action steps are for multiple strategies addressing the same Need Statement, they are listed as a monitoring strategy with action steps and an evaluation strategy with action steps.



ESSA Guidance

7
**Evidence-based Strategies, Practices,
Programs and Interventions for
School Improvement**



Evidence Based Practices, Strategies and “Interventions”

Along with the flexibility of ESSA comes the responsibility for LEAs and SEAs to ensure that evidence-based strategies, practices, programs and interventions are selected and implemented so that students attending schools in need of Comprehensive or Targeted Support and Improvement have the best opportunity to improve achievement.

Schools in need of Comprehensive Support and Improvement will develop Integrated Action Plans, based on needs identified in the Comprehensive Needs Assessment and a thorough root cause analysis which reflect these evidence-based interventions.

ESSA requires all school improvement strategies, practices, programs and interventions funded through Title I 1003(a) meet specific evidence requirements and demonstrate a statistically significant effect on improving meaningful student outcomes. The Arizona Department of Education will not fund any strategies, practices, programs and interventions that do not meet the rigorous ESSA evidence requirements.

ESSA Evidence Tiers

ESSA (Section 8002) outlines four tiers of evidence. The table below includes ESSA's definition for each of the four tiers, along with a practical interpretation of each tier.

Tier	ESSA definition	What does it mean?
<p data-bbox="225 1035 339 1113">Tier 1 <i>Strong</i></p>	<p data-bbox="448 1035 922 1129">Strong evidence from at least one well-designed and well-implemented experimental study.</p>	<p data-bbox="976 1035 1456 1194">Experimental studies have demonstrated that the intervention improves a relevant student outcome (e.g., reading scores; attendance rates).</p> <p data-bbox="976 1232 1456 1459">Experimental studies (e.g., Random Control Trials) are those in which students are randomly assigned to treatment or control groups, allowing researchers to speak with confidence about the likelihood that an intervention <i>causes</i> an outcome.</p> <p data-bbox="976 1497 1456 1659">Well-designed and well implemented experimental studies meet the What Works Clearinghouse (WWC) evidence standards <i>without</i> reservations.</p> <p data-bbox="976 1696 1456 1749">The research studies use large, multi-site samples.</p>

		<p>No other experimental or quasi-experimental research shows that the intervention negatively affects the outcome.</p> <p>Researchers have found that the intervention improves outcomes for the specific student subgroups that the district or school intends to support with the intervention.</p>
<p>Tier 2 <i>Moderate</i></p>	<p>Moderate evidence from at least one well-designed and well-implemented quasi-experimental study.</p>	<p>Quasi-experimental studies have found that the intervention improves a relevant student outcome (e.g., reading scores, attendance rates). Quasi-experimental studies (e.g., Regression Discontinuity Design) are those in which students have not been randomly assigned to treatment or control groups, but researchers are using statistical matching methods that allow them to speak with confidence about the likelihood that an intervention <i>causes</i> an outcome.</p> <p>Well-designed and well-implemented quasi-experimental studies meet the What Works Clearinghouse (WWC) evidence standards <i>with</i> reservations.</p> <p>The research studies use large, multi-site samples.</p> <p>No other experimental or quasi-experimental research shows that the intervention negatively affects the outcome.</p> <p>Researchers have found that the intervention improves outcomes for the specific student subgroups that the district or school intends to support with the intervention.</p>

<p>Tier 3 <i>Promising</i></p>	<p>Promising evidence from at least one well-designed and well-implemented correlational study.</p>	<p>Correlational studies (e.g., studies that can show a <i>relationship</i> between the intervention and outcome but cannot show <i>causation</i>) have found that the intervention likely improves a relevant student outcome (e.g., reading scores, attendance rates).</p> <p>The studies do not have to be based on large, multi-site samples.</p> <p>No other experimental or quasi-experimental research shows that the intervention negatively affects the outcome.</p> <p>An intervention that would otherwise be considered Tier 1 or Tier 2, except that it does not meet the sample size requirements, is considered Tier 3.</p>
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Resources: See Guidance on Evidence Levels...<http://www.azed.gov/improvement/all-schools/>

1 In ESSA, the term “intervention” is used broadly to encompass strategies, activities, programs, and interventions at all tiers of instruction

Resources for Evidence-Based Strategies

NEW RESOURCE AVAILABLE HERE: [ESSA-Evidence Based Requirements and Resources](#)

Searchable data base of evidence-based programs, practices and interventions

The Every Student Succeeds Act (ESSA) states that evidence-based “means an activity, strategy, or intervention that demonstrates a statistically significant effect on improving student outcomes or other relevant outcomes based on

Strong evidence from at least one well-designed and well-implemented experimental study;

Moderate evidence from at least one well-designed and well-implemented quasi experimental study;

Promising evidence from at least one well-designed and well-implemented correlational study with statistical controls for selection bias;

or Demonstrates a rationale based on high-quality research findings or positive evaluation that such activity, strategy, or intervention is likely to improve student outcomes or other relevant outcomes; and (II) includes ongoing efforts to examine the effects of such activity, strategy, or intervention.

Integrated Action Plans are required to be evidence-based and may use any level of evidence indicated above. Funding for the 7% Title I set aside for school improvement must be used for interventions meeting only the top three tiers of evidence (strong, moderate, promising).

Evidence for ESSA Johns Hopkins University/Center for Data-Driven Reform in Education

<http://www.evidenceforessa.org/>

This website provides information on programs and practices that meet each of the top

Learning Policy Institute <https://learningpolicyinstitute.org/product/evidence-based-interventions>

Achieving an equitable school system that leads to meaningful, relevant, and engaging learning opportunities for all children will require that states, districts, and schools undertake the different tasks—such as curriculum design, access to materials, and educator development—that will enable students to develop much richer learning supported by quality instruction. This resource examines the options available to states to redefine their accountability systems as they begin to implement the Every Student Succeeds Act (ESSA). It analyzes the research base and identifies the conditions under which they have shown to be effective. The four program areas identified in this resource are: high-quality professional development, class-size reduction, community schools and wraparound services, and High School redesign.

Promising Practices Network on Children, Families and Communities

http://www.promisingpractices.net/resources_highschoolgrad.asp

This website began as a partnership between four state-level organizations to improve the well-being of children and families. The Promising Practices Network (PPN) funding has concluded, so the website has been archived and materials have not been updated since 2014.

The PPN site features summaries of evidence-based programs and practices that are proven to improve outcomes for children. All programs have been reviewed for quality and to ensure that they have evidence of positive effects.

Programs are assigned to one of three category levels: Proven, Promising, or Other Reviewed Programs. The Programs that Work section can be browsed in several ways: by outcome area by indicator

by topic

by evidence level alphabetically

PPN relied on publicly available information for reviewing a program's effectiveness and was interested in programs as they were designed and evaluated. Programs were assigned a "Proven" or "Promising" rating, depending on whether they met the evidence criteria. The "Other Reviewed Programs" are ones which did not undergo a full review by PPN, but evidence of their effectiveness has been reviewed by one or more credible organizations that apply similar evidence criteria.

Evidence Criteria

Types of Outcomes Affected Substantial Effect Size Statistical Significance

Comparison Groups

Sample Size

Availability of Program Evaluation Documentation

Best Evidence Encyclopedia, developed by the Center for Data Driven Reform in Education at Johns Hopkins University (not categorized in ESSA evidence tiers) <http://www.bestevidence.org/>

The Best Evidence Encyclopedia (BEE) is a free web site created by the Johns Hopkins University School of Education's Center for Data-Driven Reform in Education (CDDRE) under funding from the Institute of Education Sciences, U.S. Department of Education. It is intended to give educators and researchers fair and useful information about the strength of the evidence supporting a variety of programs available for students in grades K-12. The BEE provides summaries of scientific reviews produced by many authors and organizations, as well as links to the full texts of each review. The summaries are written by CDDRE staff members and sent to review authors for confirmation. Program reviews include; Mathematics, Reading, Science Early Childhood and Comprehensive School Reform.

National Center on Intensive Intervention at American Institutes for Research

<http://www.intensiveintervention.org/>

This website provides information on data-based individualization (DBI), a research-based process for individualizing and intensifying interventions through the systematic use of assessment data, validated interventions, and research-based adaptation strategies.

Results First Clearinghouse Database, developed by the Pew Charitable Trusts (not categorized in ESSA evidence tiers; evaluates interventions as rated by eight national databases)

<http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2014/09/results-first-clearinghouse-database>

This website includes a downloadable excel spreadsheet of compiled interventions by: category, policy area, intervention type and rating. The intervention rating included is based on a compilation of data from eight different clearinghouses. A direct link to the intervention website is also included in the downloadable spreadsheet. This is a great starting place to find interventions, as well as a quick check to see if interventions being used are considered effective.

Roadmap to Evidence Based Reform for Low Graduation Rate High Schools, developed by the Every Student Graduates Center at Johns Hopkins University

<http://new.every1graduates.org/everyone-graduates-center-roadmap-to-evidence-based-reform-for-low-graduation-rate-high-schools/>

The Everyone Graduates Center provides a roadmap to evidence-based reform for low graduation high schools. Resources include full reports, presentations, and teacher resources- all focused on addressing the dropout crisis.

RAND report on school leadership interventions under ESSA (categorized in ESSA evidence tiers) <http://www.wallacefoundation.org/knowledge-center/Documents/School-Leadership-Interventions-ESSA-Evidence-Review.pdf>

The Every Student Succeeds Act (ESSA) presents a renewed focus on school leadership and acknowledges the importance of school principals to school improvement and effective instruction. ESSA repeatedly calls for the use of evidence-based activities, strategies, and interventions and establishes a framework with tiers of evidence when considering their proven impact on student success. This represents a shift in thinking regarding the justification of funds tied to Title funding, particularly as it relates to supporting school leadership. This report seeks to resolve some of the ambiguity that may still exist as states, districts, and schools seek to determine if activities qualify as evidence-based and therefore allowable.

Using Evidence to Create Next Generation High Schools, developed by the U.S.

Department of Education (not categorized in ESSA evidence tiers)

<https://www2.ed.gov/rschstat/eval/high-school/using-evidence-create-next-gen-highschools.pdf>

Next Generation High Schools are schools that redesign the high school experience to make it more engaging and worthwhile for high school students. In order to create such Next Generation High Schools, schools, districts, and States should utilize evidence-based strategies to transform high schools in ways that engage students and help prepare them for college and career success. Evidence-based strategies encompass a variety of approaches. This document highlights six general evidence-based strategies to improve America's high schools for the next generation. Though many of the effective strategies may share common features, each has been identified by the research literature as a stand-alone

intervention or model for improving students' educational outcomes. Reviewed strategies for enhancing students' high school and college outcomes include: 1) participation in rigorous curriculum; 2) small learning communities/small schools of choice; 3) career academies; 4) dual enrollment; 5) early college high schools; and 6) college and career counseling.

More extensive guidance can be found on the Support and Innovation Webpage

<http://www.azed.gov/improvement/> under all Schools

Guidance on the ESSA Levels of Evidence for School Improvement Grants.

EVIDENCE-BASED IMPROVEMENT AND DECISION-MAKING ESSA GUIDANCE TO ARIZONA LEAS

Definition:

Evidence-based improvement, as outlined by the Every Student Succeeds Act (ESSA) of 2015, requires states, LEAs, and schools to base improvement efforts on those strategies, programs, and interventions which have a solid evidence-base. Four levels of evidence comprise this concept:

Strong evidence – demonstrates a statistically significant effect on improving student outcomes or other relevant outcomes, based on at least one well-designed and well-implemented study.

Moderate evidence – demonstrates a statistically significant effect on improving student outcomes or other relevant outcomes, based on at least one well-designed and well-implemented quasi-experimental study. **Promising evidence** – demonstrates a statistically significant effect on improving student outcomes or other relevant outcomes, based on at least one well-designed and well-implemented correlational study with statistical controls for selection bias.

Demonstrates a rationale – demonstrates a rationale based on high-quality research findings or positive evaluation that such intervention is likely to improve student outcomes or other relevant outcomes; and includes ongoing efforts to examine the effects of the intervention. The movement to evidenced-based improvement from scientifically-based research allows states and schools more flexibility in choosing interventions; however, it also brings more local responsibility. It becomes the combined responsibility of the state and the school to ensure that they align intervention efforts, at all tiers of instruction, to solid evidence. Additionally, when strong evidence does not exist, it becomes imperative that the state, LEA, and school gather evidence to demonstrate that the intervention adds to the achievement of student outcomes.

Funding Stream Requirements:

Different funding streams and programs require different levels of evidence-based interventions. Some allow all levels while others are limited.

Comprehensive Support and Improvement (CSI) Schools and Targeted Support and Improvement (TSI) Schools must choose interventions which show strong, moderate, or promising evidence. "Demonstrating a Rationale" is not an allowable evidence base for our schools in school improvement.

Title I, Title II, and Title IV allow for all four levels of evidence.

Title III does not mention evidence-based interventions; rather, interventions chosen for our ELs must be "effective." Though evidence-based interventions are not required, as a best practice, the State encourages all schools to find interventions which align to evidence-based requirements.

All LEAs and schools, when choosing interventions at the Demonstrates a Rationale level, should do so if they are likely to lead to improved student outcomes and with the understanding that they will be required to gather evidence during the first year of implementation with the intent to move the intervention into one of the higher levels. LEAs and schools should not plan on using interventions in the lowest tier for multiple years. If the intervention is effective, then gathering evidence, via at minimum a well-designed correlational study, on its effectiveness will validate the intervention and allow the state to share the practices with other LEAs and schools across the state.

ALEAT

The Integrated Action Plan is now accessible for all LEAs and Schools. Currently ALEAT will stay in Common Logon.



The screenshot shows the Arizona LEA Tracker (ALEAT) web application. At the top, a red-bordered box contains a message: "The Integrated Action Plan is now accessible for all LEAs and Schools. Currently ALEAT will stay in Common Logon." Below this, the Arizona state seal is on the left, and the title "Arizona LEA Tracker (ALEAT)" is in the center. A large black tilted box with the word "ALEAT" in white is overlaid on the right side. The interface has a dark green navigation bar with buttons for "LEAs", "Current LEA: Window Rock Unified District - 010208000", and "Setup & Maintenance". Below this is a secondary navigation bar with "LEA Overview" (selected), "Monitoring", "Plan", "LEA File Cabinet", and "Plan Tags". The main content area shows a breadcrumb "Home > Window Rock Unified District - 010208000". On the left, there's a "LEA OVERVIEW" section with a green icon of three people and a notification bubble showing "6". Below this, it says "Window Rock Unified District - 010208000". On the right, there's a "Select School Year:" dropdown menu currently set to "2017 - 2018 School Year" with an "Update" button. At the bottom, there are three grey boxes: "Instruments (10)", "Integrated Action Plan Principles (6)", and "Schools (6)".

ALEAT

Arizona LEA Tracker (ALEAT)

LEAs Current LEA: Window Rock Unified District - 010208000 Setup & Maintenance

LEA Overview Monitoring Plan LEA File Cabinet Plan Tags

Home > Window Rock Unified District - 010208000

LEA OVERVIEW 6

Window Rock Unified District - 010208000

Select School Year: 2017 - 2018 School Year Update

Instruments (10) Integrated Action Plan Principles (6) Schools (6)

NOTE:

All Title I schools complete the plan in ALEAT and upload the CNA and fishbones to the school file cabinet.

All nontitle I schools complete the IAP worksheet and email the worksheet, CNA and fishbones to your Education Program Specialist.

Uploading the school CNA and Fishbone Diagrams

Uploading CNA and RCA fishbones

Arizona LEA Tracker (ALEAT)

LEAs: **ESSA sample - 2016** | Current School: **Best Dang School in Arizona**

LEA Overview | Plan | File Cabinet

Home > Plan

INTEGRATED ACTION PLAN 0 + +

Best Dang School in Arizona - ESSA School - 2017 - 2018 School Year

Last Updated : Tee Lambert 09/24/2016 4:45 PM

Action Steps: 0

Status:

- Completed [0]
- Not Begun [0]
- In Progress [0]
- Suspended [0]

ATTACHMENTS

INTEGRATED ACTION PLAN

FILTERS

Search:

Apply Clear

[+ Add New Document](#)

ADD NEW DOCUMENT

LEA Consolidated Plan

Select Document Type:

- ☒ New File: Please do not upload documents that contain sensitive identifying information unless specifically requested. [Browse...](#) File size limit: 50 MB
- ☐ Existing File
- ☐ Link to a web page URL
- ☐ Hard Copy Reference Only

Title *:

☐ Use Filename

Description:

This is published:

Permissions:

Next, you will see an attachment screen, click "add new document"

After clicking add new document you will see the "new document screen" completed the following steps:

- Choose File/Browse
- Uncheck "Use Filename"
- Type in Title of Document (include name and date)
- Click Attach

LEA Integrated Action Plan

LEA OVERVIEW 1
Blueprint Education - 078745000

Select School Year:
2017 - 2018 School Year Update

Instruments (9) **Integrated Action Plan Principles (6)** **Schools (3)**

Page size: 25 1 to 9 of 9 items

Name	Status	Items not in Compliance	Due Date
1st Comprehensive Data Benchmark w/ Reflection	Submitted	0	01/15/2018
2017-2018 Cycle 4 On Site Monitoring	In Progress	0	
2nd Comprehensive Benchmark Data w/ Reflecti	In Progress	0	03/15/2018
3rd Comprehensive Benchmark Data w/ Refl	In Progress	0	08/15/2018
Comparability Calculation	In Progress	0	11/30/2017
Comprehensive November Baseline Data	Submitted	0	11/15/2017
Comprehensive Sup. & Imp. General Assurances	In Progress	0	11/15/2017
ECAP 2017-2018	In Progress	0	03/02/2018
Transportation Plan for Children in Foster Care	In Progress	0	10/01/2017

Page size: 25 1 to 9 of 9 items

LEA INFORMATION
LEA Type Title I

ONSITES
[Schedule Onsite](#)

LEA OVERVIEW 1
Blueprint Education - 078745000

Select School Year:
2017 - 2018 School Year Update

Instruments (9) **Integrated Action Plan Principles (6)** **Schools (3)**

Go To Plan Overview

Page size: 25 1 to 6 of 6 items

Title	Strategies/ Action Steps	Last Updated
1 - Effective Leadership	0/0	Joanna Barry 07/11/2017
2 - Effective Teachers and Instruction	0/0	Joanna Barry 07/11/2017
3 - Effective Organization of Time	0/0	Joanna Barry 07/11/2017
4 - Effective Curriculum	0/0	Joanna Barry 07/11/2017
5 - Conditions, Climate, and Culture	0/0	Joanna Barry 07/11/2017
6 - Family and Community Engagement	0/0	Joanna Barry 07/11/2017

Page size: 25 1 to 6 of 6 items

LEA INFORMATION
LEA Type Title I

ONSITES
[Schedule Onsite](#)

6 Principles

School IAP

LEA OVERVIEW 1
Blueprint Education - 078745000

Select School Year:
2017 - 2018 School Year Update

Instruments (9) Integrated Action Plan Principles (6) Schools (3)

Page size: 25 1 to 9 of 9 items

Name	Status	Items not in Compliance	Due Date
1st Comprehensive Data Benchmark w/ Reflection	Submitted	0	01/15/2018
2017-2018 Cycle 4 On Site Monitoring	In Progress	0	
2nd Comprehensive Benchmark Data w/ Reflecti	In Progress	0	03/15/2018
3rd Comprehensive Benchmark Data w/ Refl	In Progress	0	08/15/2018
Comparability Calculation	In Progress	0	11/30/2017
Comprehensive November Baseline Data	Submitted	0	11/15/2017
Comprehensive Sup. & Imp. General Assurances	In Progress	0	11/15/2017
ECAP 2017-2018	In Progress	0	03/02/2018
Transportation Plan for Children in Foster Care	In Progress	0	10/01/2017

Page size: 25 1 to 9 of 9 items

LEA INFORMATION

LEA Type Title I

ONSITES

[Schedule Onsite](#)

LEA OVERVIEW 3
Academy Of Excellence, Inc. - 078604000

Select School Year:
2017 - 2018 School Year Update

Instruments (4) Integrated Action Plan Principles (6) Schools (3)

Page size: 25 1 to 3 of 3 items

Title	Principles/Strategies/ Action Steps	Last Updated
Academy Of Excellence - 078604101	8/0/0	Brenda Nelson 02/16/2016 5:40 PM
Academy of Excellence - Central Arizona - 078604004	8/0/0	Eula Dean 11/25/2014 10:24 AM
Fay Landrum Academy - 078604102	8/0/0	N/A

Page size: 25 1 to 3 of 3 items

LEA INFORMATION

LEA Type Title I

21st Century Grant Yes

Title III Funds: Yes

ONSITES

[Schedule Onsite](#)

Click on the school to get to individual school's IAP

Integrated Action Plan in ALEAT

1

Add strategy

Principle 4 - Effective Curriculum	STRATEGIES: 0 of 2 Complete	ACTION STEPS: 0 of 7 Complete	TASKS: None	Budgeted: Actual:	\$0.00 \$0.00
---	---------------------------------------	---	-----------------------	------------------------------------	--------------------------------

Effective curricula are evidence-based resources used for teaching and learning aligned to Arizona standards in all content areas. Districts and schools adopt local curricula. An effective curriculum ensures a continuum of inclusive, equitable and challenging learning opportunities, high expectations for learning and access to a well-rounded education for all learners.

Hide Detail

PRINCIPLE SUMMARY

Title *
Principle 4 - Effective Curriculum

Needs Statement: *
Effective curricula are evidence-based resources used for teaching and learning aligned to Arizona standards in all content areas. Districts and schools adopt local curricula. An effective curriculum ensures a continuum of inclusive, equitable and challenging learning opportunities, high expectations for learning and access to a well-rounded education for all learners.

Instructions
Using the ADE Comprehensive Needs Assessment, evaluate your school against the indicators of an effective school and determine the area(s) of focus. After determining the area of need, create a measurable Goal, develop strategies and action

Edit

2

PRINCIPLE SUMMARY

Title *
Principle 4 - Effective Curriculum

Needs Statement: *

533

Need Statement:
Percent proficient consistently dips more than 10% on writing assessment in grade 4 and shows little improvement in grades 5 and 6. Word choice scores are extremely low. Vocabulary scores are also low.

Desired Outcomes:
* Writing curriculum aligned with the appropriate grade level and content standards
* Writing curriculum is evidence and standards based and implemented with

[Spell Check](#)

4

Save **Save and Add Another** [Cancel](#)

Once you have determined your needs, choose the aligned principle and click of the title of the principle.

1. Click on Principle
2. Under the principle summary, click on edit.
3. Once in the principle summary, delete the original description and add
Primary Need
Root Cause
Need
Statement
Desired
Outcome
Smart Goal, if needed
4. Scroll down and click save

Develop your strategies and action steps to meet your desired outcomes.

PRINCIPLE SUMMARY



Title *

Principle 4 – Effective Curriculum

Needs Statement: *

Need Statement: Percent proficient consistently dips more than 10% on writing assessment in grade 4 and shows little improvement in grades 5 and 6. Word choice scores are extremely low. Vocabulary scores are also low. Desired Outcomes: * Writing curriculum aligned with the appropriate grade level and content standards * Writing curriculum is evidence and standards based and implemented with fidelity * Percent proficient on writing assessment will increase moving from 3rd to 4th, 4th to 5th, and 5th to 6th grades.

To create your strategy to address your need click on **+Add Strategy** link at the bottom of the Principle Summary page (1)

The “Edit a Plan Strategy” Page will open, provide a Title and Description then click Save. (2)

EDIT A PLAN STRATEGY



Instructions/Description

Title: *

Evidence and standards based Writing curriculum

[Spell Check](#)

Local Description

Writing curriculum aligned with the appropriate grade level and content standards

[Spell Check](#)



Save

Save and Add Another

Cancel

Strategies (2)

Resources (0)

[+ Add Strategy](#)

EDIT A PLAN STRATEGY



Instructions/Description

Title: *

Evidence and standards based Writing curriculum

Local Description

Writing curriculum aligned with the appropriate grade level and content standards

Action Steps (4)

Resources (0)

[+ Add Action Step](#)

On the “Edit a Plan Strategy” Page you can create an Action Step by clicking on **+Add Action Step**. (3)

Once you have stated your strategies, create your action steps to implement your strategies.

EDIT A PLAN ACTION STEP ⏮ ⏪ ⏩ ⏭

Instructions/Description

Title: * 1
Implement evidence-based writing instruction
Spell Check

Description: *
Implement developed curriculum using evidence-based writing instruction program.
Spell Check

Timeline Notes:
Spell Check

Tags:
SEA (2)
☐ 21st-CCLC
☐ Title-I
☐ TA
☒ SW
☐ TB Salary
☐ Title-II
☐ Title-III
☐ ELL
☐ Migrant
☐ AP
☐ EOPD

Start Date (mm/dd/yyyy): * 2
08/01/2017

End Date (mm/dd/yyyy): *
05/25/2018

Requires Funding?:
☐

Professional Development Needed?:
☐

Audience:
Spell Check

Responsible:
☒ Tee-LEA Lambert (LEA)

Move Action Step
To move this Action Step to another Strategy, select a Strategy from the list.

ACTION STEP SUMMARY ⏮ ⏪ ⏩ ⏭ 4 **Exit**

Action Step Summary Page Description or Instructions:

Title:
Implement evidence-based writing instruction

Description:
Implement developed curriculum using evidence-based writing instruction program.

SEA (2):
☒ SW
☒ EOPD Full

Status:
NOT BEGUN [Update Status](#)

Start Date:
08/01/2017

End Date:
05/25/2018

Requires Funding:
No

Professional Development:
No

Responsible:
Tee-LEA Lambert (LEA)

UPDATE A PLAN ACTION STATUS

Instructions/Description

Status: *
In Progress ▾

Status Note:
5

Save **Cancel**

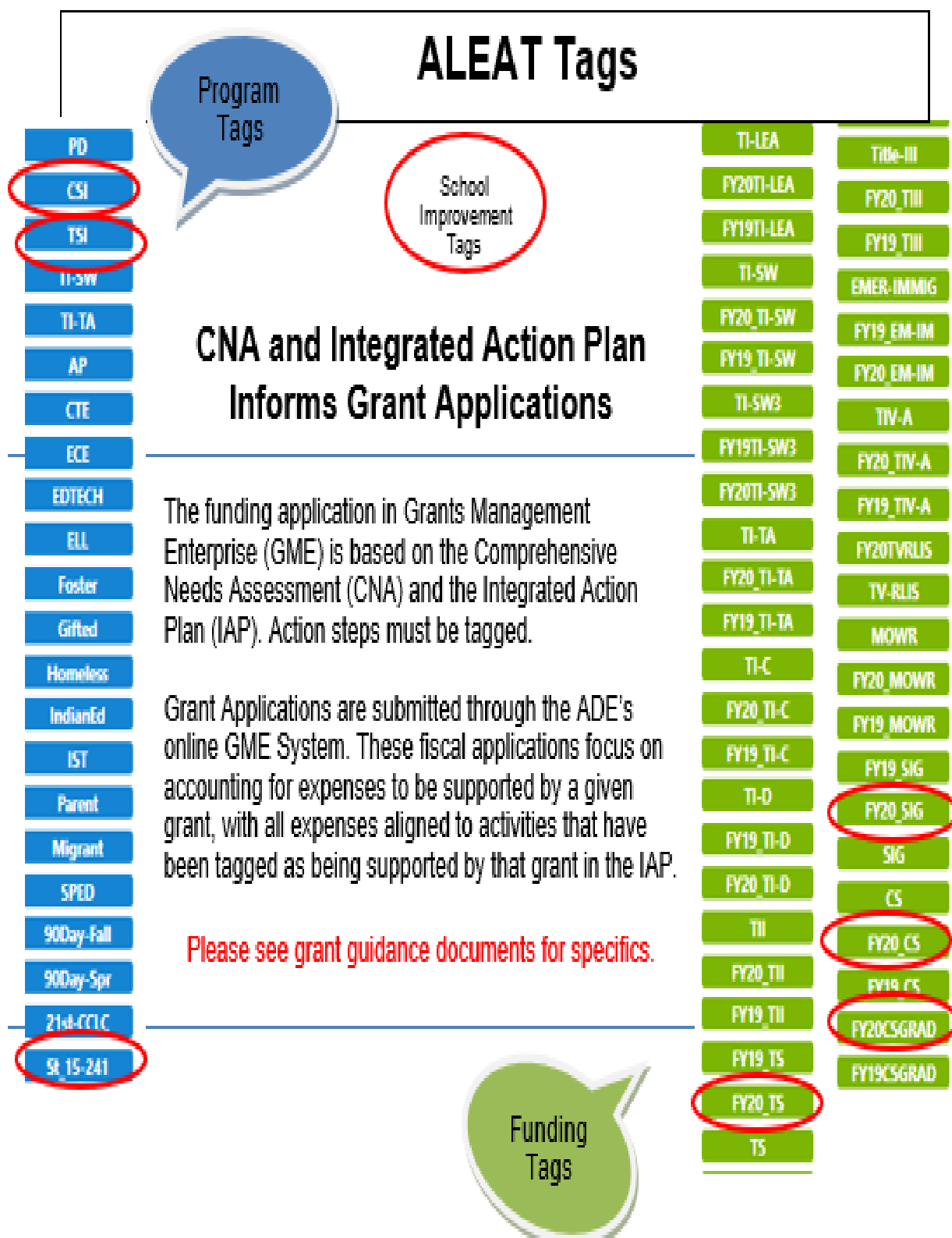
Once you click on **+Add Action Step**, fill in the template, the

* indicate areas that must be completed. (1)

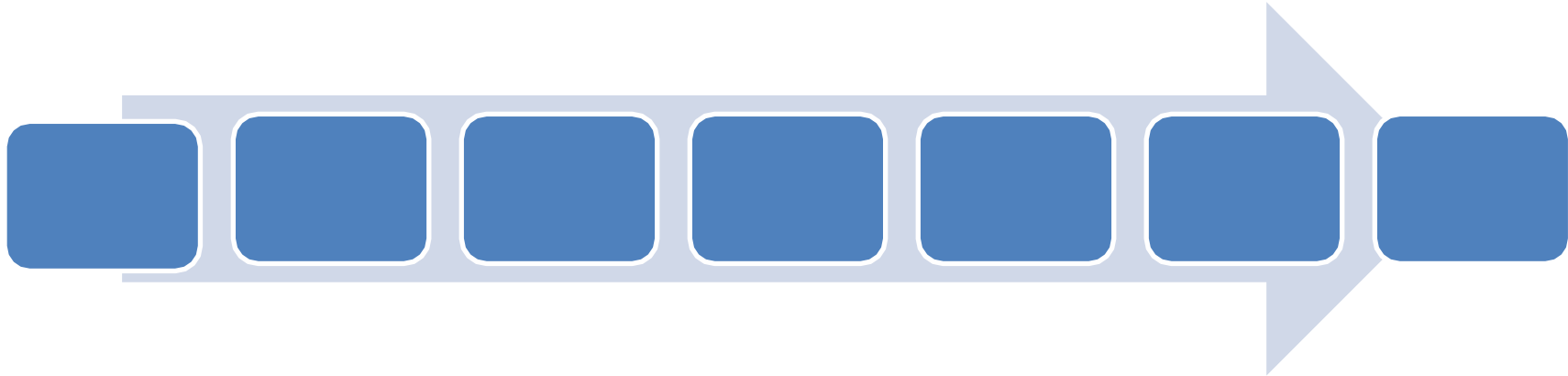
- Be sure to make the start and end dates reflect the current school year. (2)
- Be sure to use appropriate **Funding** and/or **Program** tags (3)
(Please see **ALEAT Tags** list for full tag listing and definitions)

- Click on **save** once you have completed the Action Step. You then will be on the "Action Step Summary" page;
- Click on **Status Update** to mark your Action Step is in progress (4) and click **save** (5).

ALEAT Tag Requirements



Timelines



Overview of Required Documents

Documents	Complete by:	Title 1 Submit to:	Non- title 1 Submit	Due by:
Updated LEA Contact	LEA	Online SI Webpage	Online SI Webpage	7/1/18
CNA	School	ALEAT File cabinet	Email to Specialist	All CSI (including F), TSI, SIG schools applying for a grant – 5/1/19 Any CSI (including F) or TSI schools not applying for a grant and 2018 “D” schools - 7/1/19
Root Cause Analyses	School	ALEAT File cabinet	Email to Specialist	All CSI (including F), TSI, SIG schools applying for a grant – 5/1/19 Any CSI (including F) or TSI schools not applying for a grant and 2018 “D” schools - 7/1/19
Integrated Action Plan	LEA and School	ALEAT	Email to Specialist	All CSI (including F), TSI, SIG schools applying for a grant – 5/1/19 Any CSI (including F) or TSI schools not applying for a grant and 2018 “D” schools - 7/1/19
General Assurances	LEA	ALEAT	Email to Specialist	All schools 5/1/18
<i>Grant Application/s if eligible</i>	<i>LEA and School</i>	<i>GME</i>	<i>GME</i>	<i>5/1/18</i>
Quarterly Benchmark Analysis and IAP Reflection	LEA School	ALEAT	Email to Specialist	10/15/18 1/15/19 3/15/19
AzMERIT Analysis and IAP Reflection	LEA School	ALEAT	Email to Specialist	6/15/19 AzMERIT Scores and last benchmark
Grantees Monthly Reimbursement Requests	LEA	GME	GME	Monthly



Support and Innovation Contact List

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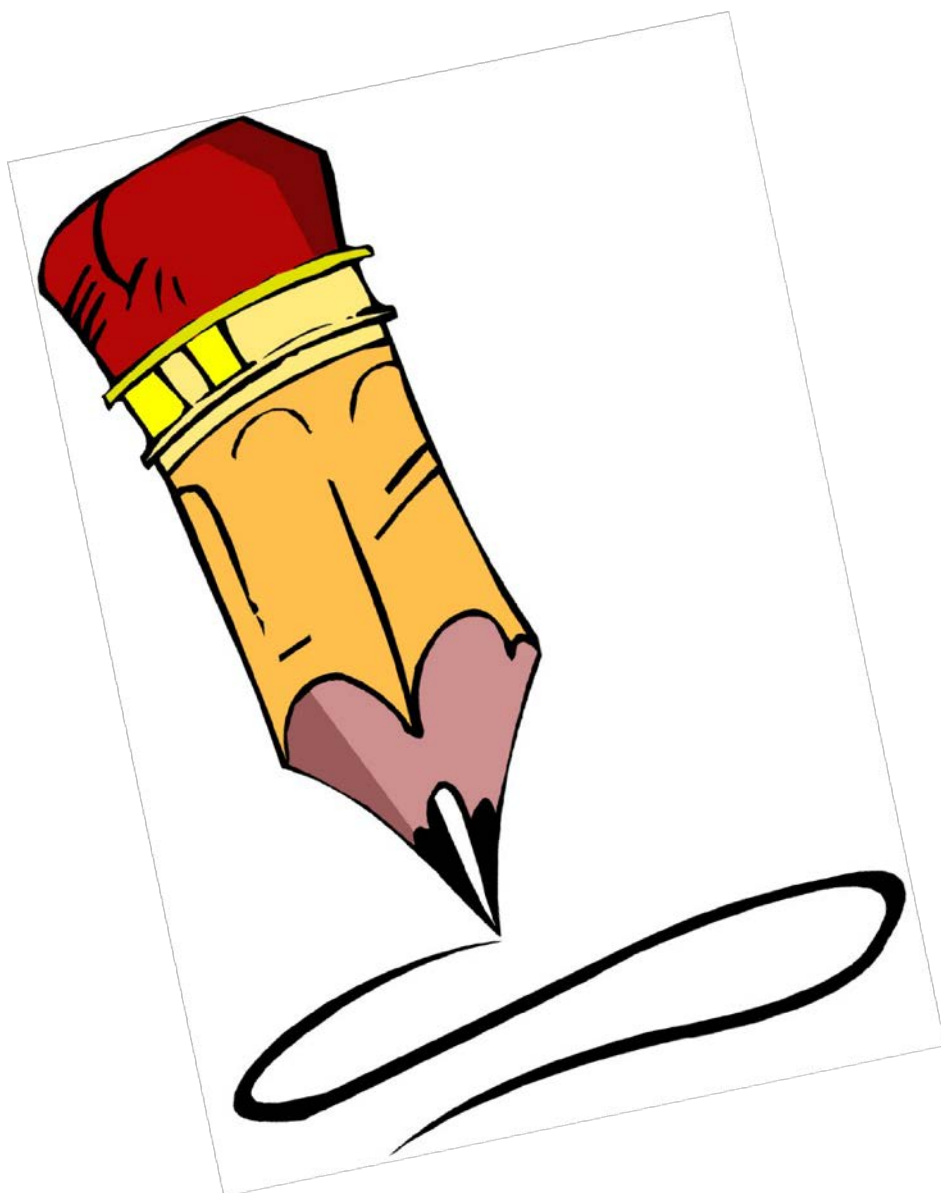
[Danielle Skrip](#), Education Program Specialist, Phoenix

[Cindy Richards](#), Project Specialist

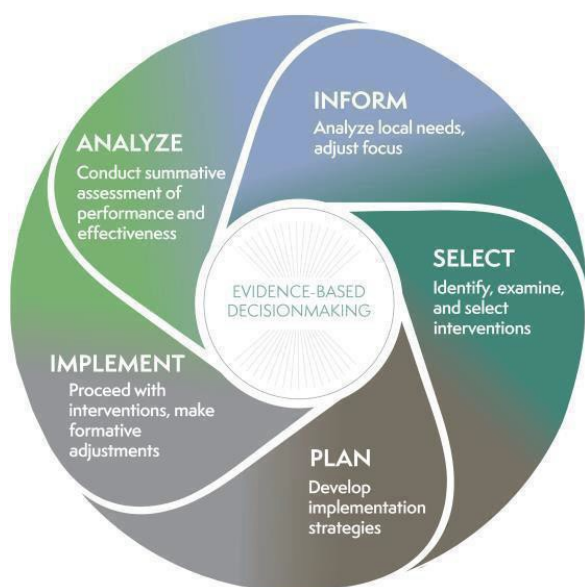
[Lea Bryant](#), Project Specialist

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Appendices



Appendix A Evidence-Based improvement

Evidence-based decision-making and reflection are the core of the entire continuous improvement process and are used in each step. The steps overlap, with each leading into the next, so that, for example, the Analyze step begins before the Implement step is completed; the color shading is intended to communicate this point.

Hale, S., Dunn, L., Filby, N, Rice, J., & Van Houten, L. (2016).

Evidence-based improvement: A guide for states to strengthen their frameworks and supports aligned to the evidence requirements of ESSA. San Francisco: WestEd

One of the broad intents of the Elementary and Secondary Education Act (ESEA) as amended by Every Student Succeeds Act (ESSA) is to encourage evidence-based decision-making as a way of doing business.

Beyond defining four levels of acceptable evidence below, the law provides states with more flexibility and authority, compared to what was allowed under No Child Left Behind regarding how states and districts handle selecting and implementing interventions.

§200.21 of ESSA requires a state to review and approve each comprehensive support and improvement plan in a timely manner. Further, the regulations require the state education agency (SEA) to monitor and periodically review each local education agency (LEA)'s implementation of its plan.

The provisions in ESSA also lend themselves to the use of an iterative, continuous improvement process. The law specifies that states are to continuously evaluate the effectiveness of interventions carried out under several federal grant programs (e.g., ESSA, 2015, Section 4624[10]).

Finally, regulations of ESSA (24 C.F.R. § 200.23, 2017) require states to evaluate the effects of evidence-based interventions on student achievement and other outcomes, and to disseminate the results of those evaluations to LEAs. Interventions must have an impact on “meaningful student outcomes”.

“A continuous improvement process starts with the problem, rather than the solution.”

The literature on decision-making in education reveals an array of factors that often influence decisions, including popular trends, political considerations, and the networks and information sources with which decision makers are connected. ESSA and, more generally,

the evidence-based decision-making movement emphasize the importance of evidence in informing decisions. Knowing and building on what has worked in the past, and specifically for whom and in what circumstances, offers a better chance of success in the future.

However, over focusing on the decision itself can perpetuate a “magic bullet” concept of improvement: the fact that a program produces positive outcomes on average does not mean that it will do so in every case. Deciding to implement a particular approach must be preceded by a thorough assessment of needs and hypotheses about the causes of issues and problems, to determine if a proposed program or practice is really appropriate and what adaptations may be necessary, and it must be followed by careful implementation and analysis of local outcomes.

Using data and evidence keeps the improvement process guided toward the desired outcomes.

A continuous improvement process starts with the problem, rather than the solution. It includes addressing a discrete issue or problem by systematically testing potential solutions while tracking well-defined and measurable goals. The process is meant to be iterative—data are collected, analyzed, and discussed frequently so that adjustments can be made to the intervention or program, and then data are collected and analyzed once again. In addition, the scale of the initial effort often begins small and expands over time as the intervention is refined. Using this process, schools and districts often start with a pilot intervention or activity and expand it as the fit to local conditions is better understood.

Continuous improvement cultivates a problem-solving orientation and close observation of the system that is producing the outcomes. This orientation is important to sustained improvement, especially when more than one change may be needed. Using data and evidence keeps the improvement process guided toward the desired outcomes.

“Evidence-based decision-making and reflection are the core of the entire continuous improvement process and are used in each step.”

Step 1: Inform: A comprehensive needs assessment is the first step to analyze the needs of the education setting, in order to inform subsequent steps, particularly decisions that are made in step 2. Needs are analyzed by using input from as many stakeholders as possible: leadership, staff, parents and other community members, and students. The needs assessment data along with leading and lagging indicator data (test scores, attendance, discipline, grad rate, etc.) are used to identify and prioritize gaps in the educational setting, whether they are programmatic or service or staff related. Well-defined and measurable goals are developed from a careful analysis of these needs and gaps, and from hypotheses about which factors in the current situation might be causing problems and impeding attainment of desired outcomes.

Step 2: Select an Evidence Based Strategy: This step involves identifying, examining, and selecting evidence based programs, practices and interventions for the intended setting and population(s). The step might start with searching clearinghouses of evidence-based interventions, such as the What Works Clearinghouse (WWC), Evidence for ESSA, Promising Practices Network and others which have reviewed the research on many interventions (see SI Evidence Based Guidance for more

resources). Careful attention to the quality of both individual research studies and the body of evidence on an intervention is needed. Selection also includes taking stock of the specific context and educational environment(s) in which an intervention will be implemented, including the student population and the local capacity, resources, and strategic plans. What works in one place will not necessarily work in another. The results of this step provide the specifics needed to develop detailed implementation plans.

Step 3: Integrated Action Plan: In this step, a detailed implementation plan is developed for the selected interventions, to specify who will implement the interventions, when, and with what support. Planners determine what core features are needed for implementation with fidelity, and what adaptations may be needed. Also, necessary materials, technical assistance, and professional development for the actual implementation are either developed or contracted. Plans for analysis and/or evaluation are drafted, and data are collected to monitor progress.

Step 4: Implement: This step involves carrying out the intervention. It is important for this step to include the collection and examination of implementation data for formative feedback and improvement.

Educators will need to ensure that the interventions are being implemented as was planned in the previous step, and will need to correct problems (e.g., teachers not participating in the intended level of professional development) and document any promising adaptations that might be informative to others. Implementation is continually assessed in this step, through an iterative process, until the intervention is being delivered in a stable way.

Step 5: Analyze: In this step, data are collected about longer-term changes in primary desired outcomes. If there is progress toward the goals, the intervention can be continued and expanded when appropriate. If not, a new or additional strategy may be needed. This step may involve progress monitoring—tracking trends in outcomes over time. Or, if an intervention is stable enough, a rigorous evaluation of impact is appropriate. Finally, the findings from this step can be communicated outward; therefore, the entire community can benefit, as reflected in the ESSA requirement that states share evaluation information.

Appendix B Root Cause Analysis Target Questions

1. How do you know the problem exists? What are the people in the school doing?
2. What are your teachers or staff doing or not doing to contribute to the problem?
3. What are students doing or not doing to contribute to the problem?
4. What is the community or family doing or not doing to contribute?
5. What school systems support the problem?
6. What systems do not support the problem?
7. What barriers are in place?
8. How does the curriculum contribute?
9. How does time contribute?
10. Does the school schedule play a role in the problem?
11. What causes the teachers to contribute to the problem?
12. Why do students feel or act a certain way?
13. How does instruction contribute to the problem?
14. How does the problem show up in instruction?
15. What other factors are contributing to the problem?
16. Do you have a lack of fidelity to a program/system?
17. Is there something not being implemented?
18. How does the problem affect learning? Teaching? Climate? Culture?
19. Does this have to do with teacher knowledge? Planning?
20. What is the tone feeling of the school?

Appendix C Integrated Action Plan Worksheets

Plan Worksheet Option 1

Primary Need #1	Primary Need: (head of fishbone)	
	Root Cause:	
	Needs Statement: (tail of fishbone)	
	Desired Outcome: (Needs statement restated in a positive)	
	SMART Goal: Process (if appropriate) Impact (If the primary need is fixed how will your % proficient be affected?)	
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:

Primary Need #2	Primary Need: (head of fishbone)	
	Root Cause:	
	Needs Statement: (tail of fishbone)	
	Desired Outcome: (Needs statement restated in a positive)	
	SMART Goal: Process (if appropriate) Impact (If the primary need is fixed how will your % proficient be affected?)	
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:

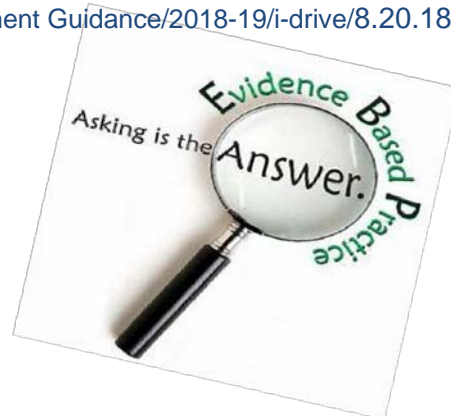
Primary Need #3	Primary Need: (head of fishbone)	
	Root Cause:	
	Needs Statement: (tail of fishbone)	
	Desired Outcome: (Needs statement restated in a positive)	
	SMART Goal: Process (if appropriate) Impact (If the primary need is fixed how will your % proficient be affected?)	
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:
	Strategy:	Action Steps Implementation: Monitoring: Evaluating:

Plan Worksheet Option 2 (includes all sections in ALEAT)

Put all this information in the principle summary box in ALEAT for your Target Principle	Primary Need: (head of fishbone)				
	Root Cause:				
	Needs Statement: (tail of fishbone)				
	Desired Outcome: (Needs statement restated in a positive)				
	SMART Goal: Process (if appropriate) Impact (If the primary need is fixed how will your % proficient be affected?)				
Strategy #1: Title: Narrative:	Action Step Title	Action Step Narrative	Start-End Dates	Person Responsible	Data to Collect
	Implementation:				
	Monitoring:				
	Evaluating:				

Put all this information in the principle summary box in ALEAT for your Target Principle	Primary Need: (head of fishbone)				
	Root Cause:				
	Needs Statement: (tail of fishbone)				
	Desired Outcome: (Needs statement restated in a positive)				
	SMART Goal: Process (if appropriate) Impact (If the primary need is fixed how will your % proficient be affected?)				
Strategy #2: Title: Narrative:	Action Step Title	Action Step Narrative	Start-End Dates	Person Responsible	Data to Collect
	Implementation:				
	Monitoring:				
	Evaluating:				

Put all this information in the principle summary box in ALEAT for your Target Principle	Primary Need: (head of fishbone)				
	Root Cause:				
	Needs Statement: (tail of fishbone)				
	Desired Outcome: (Needs statement restated in a positive)				
	SMART Goal: Process (if appropriate) Impact (If the primary need is fixed how will your % proficient be affected?)				
Strategy #3: Title: Narrative:	Action Step Title	Action Step Narrative	Start-End Dates	Person Responsible	Data to Collect
	Implementation:				
	Monitoring:				
	Evaluating:				



Appendix D Evidence Based Summary Form

School Name _____

LEA _____

Proposed strategy, “intervention”, practice

LEA Grade

☐Preschool

☐Elementary

☐Middle School

☐High School

LEA Community

☐Urban

☐Rural

☐Suburban

Research

Target grade

Community

ESSA Rating

Effect Size

☐Preschool

☐Urban

☐Strong

☐0.0 to .39 (not recommended)

☐Elementary

☐Rural

☐Moderate

☐0.4 to .49 (1-year growth)

☐Middle School

☐Suburban

☐Promising

☐0.5 and above (highly recommended)

☐High School

Program, Practice or Strategy Description or Research Paper Abstract:

Upload research report and/or job description to support your strategy to related documents. If doesn't have an ESSA rating, include type of study; Experimental studies have demonstrated that the intervention improves a relevant student outcome, Quasi-experimental studies have found that the intervention improves a relevant student outcome, Correlational studies (e.g., studies that can show a *relationship* between the intervention and outcome but cannot show *causation*) have found that the intervention likely improves a relevant student outcome. Case studies, white papers, or vendor research are not adequate.

Include website for research

If you have any questions or need support, contact your Education Program Specialist.

Appendix E Selecting an External Provider

Resource: **Guide to Working with External Providers-American Institute for Research**

- Based on the CNA, RCA and IAP, what services would you like the external provider to deliver?
- The type of assistance that you need.
- What are your selection criteria?
- Research evidence-based strategies and processes
- Develop scope of work with outcomes/deliverables
- Build a list of potential providers
- Gather and review evidence specific to provider
- Check references
- Monitoring and Evaluation Tools

Appendix F Grants Required Budget Detail Example

6100 Salaries

Instruction 1000 (direct contact with students)		
Function Code	Object Code	Total Amount
salaries	6100	Board adopted hourly rate

Detail needed: # of staff x # of hours x
hourly rate =total What is the pay for?

Support Services 2100, 2200, 2600,2700		
Function Code	Object Code	Total Amount
salaries	6100	Board adopted hourly rate

Detail needed: # of staff x # of hours = total
What is the pay for? (Example: after contract day PL)

6300 Purchased Professional Services

Support Services 2100, 2200, 2600,2700		
Function Code	Object Code	Total Amount
Purchased Professional Services	6300	TBD based on provider services

Professional Learning Activities

o Detail needed: Who? What? When? For whom? How much? # of
days x daily rate= Conference registration

Detail needed: Conference name, location? length?
cost x # of staff = Educational Service Provider (external
provider)

Detail needed: Who? What? When?

of days x daily rate =

6500 Other Purchased Services

Support Services 2100, 2200, 2600,2700

Function Code	Object Code	Total Amount
Other purchased services	6500	TBD

Travel expenses related to conferences
 attended by staff. O Detail needed:
 Transportation cost x # of staff=
 Hotel room cost x nights x # of
 staff=
 Per Diem x # days x # of staff=

Appendix G Grants Revision Example

Must note revision # and date of revision, **DO NOT DELETE ANY OF THE ORIGINAL NARRATIVE!**

\$ Amount to line item, added specifically for what

\$ Amount subtracted from line item, originally for what

Double check math (Total in the narrative must match the total cost in each category).

Number, date and use a different color font for each new revision

		(FTE)		Cost	
6300 - Purchased Professional Services	2300,2400,2500,2900 - Support Services (General, School, Central Services, Other)		1.00	\$1,215.00	\$1,215.00
Narrative Description					
Revision 1 - 5.13.16 - Add \$1215.00 of funds to be used for registration fees for Scrum Gathering Conference (AGILE) for the BPHS principal as part of the leadership team of Blueprint Education This is from the \$1215.00 of funds to be deleted from external provider, John Miller to train staff and implement systems to utilize AGILE.					
Total for 6300 - Purchased Professional Services					\$40,560.12
Total for all other Object Codes					\$9,439.88
Total for all Object Codes					\$50,000.00
Adjusted Allocation					\$50,000.00
Remaining					\$0.00

6500 - Other Purchased Services \$973.76

Object Code	Function Code	Project Time (FTE)	Quantity	Salary, Rental, or Unit Cost	Line Item Total
6500 - Other Purchased Services	2300,2400,2500,2900 - Support Services (General, School, Central Services, Other)		1.00	\$973.76	\$973.76
Narrative Description					
Revision 1 - 5.13.16 - Add \$973.76 of funds to be added and used for food, lodging and transportation to Scrum gathering (AGILE) for the BPHS principal as part of the leadership team of Blueprint Education. These funds come from \$973.76 of funds to be deleted from external provider, John Miller to train staff and implement systems to utilize AGILE.					
Total for 6500 - Other Purchased Services					\$973.76
Total for all other Object Codes					\$49,026.24
Total for all Object Codes					\$50,000.00
Adjusted Allocation					\$50,000.00
Remaining					\$0.00

Object Code	Function Code	Project Time (FTE)	Quantity	Salary, Rental, or Unit Cost	Line Item Total
6100 - Salaries	2100,2200,2600,2700 - Support Services (Students, Instr., Operation, Transport.)	3.0	1	\$217,813.66	\$217,813.66
Narrative Description					
<p>2.0 FTE - Behavior Specialist/Counselor/Learning Support Coordinator would be a 10 month position (teacher contract) to support and improve student achievement for all students with emphasis and focus on developing the skills and talents of students of all ability levels, both traditional and nontraditional learners through rigorous learning experiences. They are an emphasis on character development, laughter, and joy, and respect for all diversity. Provide referrals for individual and family counseling to outside and tribal resources, to include intervention and referral for students with alcohol and other drug related problems. These positions will also act as liaison to families, staff and outside tribal agencies. (1 FTE Behavioral Specialist = \$51,600 + .50 FTE Counselor = \$27,936 + .50 FTE Learning Support Coord. = \$28,892.16 for a total of 2.0 FTE = \$108,428.16)</p> <p>1.50 FTE - School Improvement Specialist would be a 12 month position to work with principal on improvement plan as well as help as the Instructional coach and data analysis (1 FTE SIS = \$66,233 & .50 FTE SIS = \$35,172.50 for a total of 1.50 FTE = \$101,405.50)</p>					
<p>Amendment #1 (3/10/16)</p> <p>Professional Development: Outside professional contracted services will come in and do coaching and other PD related activities that align with AVID, UVA and our districts goals/objectives. With the addition of paying teachers to come in during the summer break and working on Curriculum Mapping for core subjects (Reading, Math, Social Studies, and Science)</p> <p>Curriculum Mapping (est. 20 teachers X \$714.50 stipend = \$ 14,290) Estimated cost is \$14,290.</p> <p>Amendment #2 (5/16/16) Reduce Support Services by \$6,310 to move towards 6300/2213 budget</p>					

Appendix H Grants Management Monthly Reimbursement Requests

Grants Management Staff will monitor

Reimbursement requests must be made monthly unless no funds were expended that month.

Required documentation uploaded into Reimbursement Related Documents:

Detailed expenditure report (Visions grants management report) and a payroll report if applicable.

If you do not use Visions, the information required is in the table below. Work with your EPS on acceptable format from your specific accounting system.

Date	Reference #	Requisition #	PO/ship #	Vendor Name	Amount
08/29/2014	INV#369293	304	17278	SCHOOL MART	\$3,049.20

Completion Reports

Grants Management Staff will monitor

Project end date is Sept. 30, 2019

Completion Reports (CR) are due Dec. 30, 2019

It is important to note that once the CR has been started no reimbursement requests can be made.

Support and Innovation Required CR related documents:

Detailed Expense Report including payroll (grants management report in Visions) that includes all expenditures with vendors. In the rare instance, journaling occurred, verification of vendor and items are required

Appendix I Quarterly Benchmark Analysis and IAP Reflection



Data Submission Procedure:

1. Schools will utilize benchmark data to inform instruction and make data decisions regarding instructional planning and practice designed to improve student achievement.
2. Schools will submit their benchmark data using their own data collection form. An example of this might be the Galileo Benchmark Report for aggregate school level and grade level data. **Please do not send individual student data.**
3. Data will be uploaded to ALEAT and emailed to the Education Program Specialist quarterly.
4. This document will be used multiple times this year. This document should be cumulative over time, adding new information each quarter.

Type of Data	Date Due
Beginning of the year – Baseline Data	October 15, 2018
2 nd Benchmark	Jan. 15, 2019
3 rd Benchmark	March 15, 2019
End of year - AzMerit	June 15, 2019

ELA Assessment given: _____ Grades _____

Enter dates given in table below:

Baseline	2 nd Benchmark	3 rd Benchmark	End of Year

Math Assessment given: _____ Grades _____

Enter dates given in table below:

Baseline	2 nd Benchmark	3 rd Benchmark	End of Year

Data by grade and subject (add additional rows if needed)

Identify your reporting measurement (i.e.: is this data percent proficient, meeting expectations, at benchmark, etc.)

Reporting Measurement

	ELA Benchmark Data			ELA	Math Benchmark Data			Math
Grade	Baseline	2 nd	3 rd	AzMerit	Baseline	2 nd	3 rd	AzMerit

Data Review Team				
Step 1: Collect and chart data to identify how students are performing/progressing.				
What data was examined by the team?				
How was your data reviewed?		Who was a part of this review process?		How were the results shared within the school?
ELA	Baseline			
	2 nd			
	3 rd			
	EOY			
MATH	Baseline			
	2 nd			
	3 rd			
	EOY			

Reasoning/Inferences				
Step 2: Reflect on your data and identify patterns.				
What patterns did your team observe in the benchmark data? (Be specific. Look at grade level strengths and challenges, teacher trends, content standards, subgroups, etc.)		What is it about your practice that might explain the results you see?	What factors may be contributing to the results you see? Are there other leading indicators affecting the data? (Anything surprising or unexpected?)	
ELA	Baseline			
	2 nd			
	3 rd			
	EOY			
MATH	Baseline			
	2 nd			
	3 rd			
	EOY			

Change and Action				
Step 3: What actions need to be continued or changed to improve teaching and learning in every classroom?				
		What specific actions are needed for you to improve the results for students who are not getting it?	What specific actions are needed to support the students who already get it?	Person responsible and when will this be completed?
ELA	Baseline			
	2 nd			
	3 rd			
	EOY			
MATH	Baseline			
	2 nd			
	3 rd			
	EOY			

IAP Review			
Step 4: Review and reflect on your current IAP. Prior to making changes to your IAP in ALEAT, contact your support specialist.			
	Reflecting on this quarter, what school improvement strategies and actions are you successfully implementing?	What school improvement strategies and actions need more attention?	Any additional considerations for the IAP?
Baseline			
2 nd			
3 rd			
End of Year			

Appendix J Checklist for the School Improvement Process

1. ASSESSING YOUR COMPREHENSIVE NEEDS ASSESSMENT

- ☐ Completed as a team and gives well rounded perspective
- ☐ Data tabs entered (K-8 AzMERIT/AZELLA, HS AzMERIT, Misc. Data, Teachers) or upload school or district data reports
- ☐ Patterns and Trends completed for each principle
- ☐ Primary need identified for each principle
- ☐ Final summary page completed and primary needs narrowed down to 3-4 main targets
- ☐ Comprehensive Needs Assessment uploaded to ALEAT (Title 1 Schools) or emailed to specialist (Non-Title Schools)

2. CONDUCTING YOUR ROOT CAUSE ANALYSIS

- ☐ Fishbone conducted on each need from the final summary page, include principle or indicators to be addressed (minimum of 3-4 fishbones)
- ☐ 5 whys (if needed)
- ☐ Needs Statement, Root Cause, Desired Outcome developed from fishbone
- ☐ Fishbones and 5 Whys uploaded to ALEAT (Title Schools) or emailed to specialist (Non-Title Schools)

3. CREATING SMART GOALS

- ☐ SMART goal for ELA based on AZ Merit data
- ☐ SMART goal for Math based on AZ Merit data
- ☐ SMART goal for Science based on AIMS data
- ☐ Additional SMART goals based on CNA analysis

4. DEVELOPING A TARGETED AND FOCUSED INTEGRATED ACTION PLAN FOR

- Use the integrated action plan worksheet to develop your plan. The worksheet includes all required components for school improvement and will help support transition to ALEAT.


INTEGRATED ACTION PLAN 2015-2019					
Put all information in this plan into a priority action plan by June 2015. Please fill in the following information:	Primary Issue (check if followed)				
	Root Cause:				
	Needs Statement (date of follow-up)				
	Desired Outcome: (Needs statement restated in a positive)				
	SMART Goal (if the primary need is fixed how will your % proficient be affected?)				
Strategy #1: Title:	Action Step Title	Action Step Narrative	Start/End Dates	Person Responsible	Data to Collect to Monitor and Evaluate
Narrative:					

- For the school improvement focus principles in the primary summary box you must include:
primary need,
root cause,
needs statement,
desired outcome,
SMART goals

LEA Overview Plan File Cabinet

Home Plan 1-Effective Leadership

PRINCIPLE SUMMARY

Need Statement and Desired Outcomes	Instructions	Original Description
<p>Title *</p> <p>1 - Effective Leadership</p> <p>Need Statement and Desired Outcomes *</p> <p></p>	<p>Instructions</p> <p>Using the ADE Comprehensive Needs Assessment, evaluate your school against the indicators of an effective school and determine the areas of focus. After determining the areas of need, create a Need Statement and List Desired Outcomes. Then develop strategies and action steps to address the Principle. If multiple areas of need are identified under the same Principle, an additional Principle may be added by clicking on the Manage Principles tab.</p> <p>Review the Integrated Action Plan Guidance Document found under the Resources icon and under the ALEAT Help link to ensure that all required components are included in the LEA/School Integrated Action Plan.</p>	<p>Original Description</p> <p>Effective leaders insist on professional ethics and integrity to ensure a vision of academic success for all students. They analyze and address challenges and manage systems to position the school and students to achieve at high levels. They set clear, measurable and attainable goals. They create a culture of high-quality instruction and effective leadership for school.</p>

- Determine evidence based strategies that will help achieve the desired outcome connected to the root cause (for evidence based strategies click <http://www.azed.gov/improvement/> and look under CNA to IAP). Upload strategy by clicking on strategy tab _____ and then Filling in the boxes. _____

The screenshot shows the 'ADD A PLAN STRATEGY' form. At the top left, there is a 'Strategies (0)' tab and a 'Resources (1)' tab. Below them is an 'Add Strategy' button with 'Reorder', 'Save', and 'Cancel' options. The main form area has a 'Title' field with the text 'Define teacher and learning', a 'Local Description' field with the text 'Admin will define the 3-4 teacher expectations of what instruction will look like for the 2018-2019 school year as well as define 3-4 learning behaviors for the students.', and a 'Save' button. A black arrow points to the 'Add Strategy' button.

- List action steps that are actionable and will lead to implementing the strategies listed above. Please also select the program tag for all actions steps associated with school improvement. Include the title, narrative, start-end dates, and person responsible

The screenshot shows the 'ADD AN ACTION STEP' form. At the top left, there is an 'Action Steps (0)' tab and a 'Resources (1)' tab. Below them is an 'Add Action Step' button with 'Reorder', 'Save', and 'Cancel' options. The main form area has a 'Title' field with the text 'Create List of Expectations', a 'Description' field with the text 'List of 3-4 expectations for instruction for teachers and 3-4 expectations for learning for students.', a 'Start Date' field with the date '07/15/2018', an 'End Date' field with the date '07/31/2018', and a 'Tags' section with a list of tags including 'Instruction', 'Learning', 'Assessment', 'Data', 'Professional Development', 'Program', 'Process', 'System', 'Technology', 'Tools', 'Training', 'Vision', 'Culture', 'Leadership', 'Policy', 'Practice', 'Program', 'Process', 'System', 'Technology', 'Tools', 'Training', 'Vision', 'Culture', 'Leadership', 'Policy', 'Practice'. A black arrow points to the 'Add Action Step' button.

- For your last action step under each strategy, decide what data will be collected and when to determine the effectiveness of the strategies throughout implementation (monitoring and evaluating).

Please include:
name of the evidence, _____
description of when you we analyze the data, start and end times, and
tag the action step with the appropriate program and/or funding tag

5. DEVELOPING A TARGETED AND FOCUSED INTEGRATED ACTION PLAN FOR

- Suggested: Use the integrated action plan worksheet to develop your plan. The worksheet includes all required components for school improvement.

- SMART goals for ELA, Math, Science and additional goals based on the CNA analysis
- Determine evidence based strategies that will help achieve the desired outcome connected to the root cause (for evidence based strategies click <http://www.azed.gov/improvement/> and look under CNA to IAP)
- List action steps that are actionable and will lead to implementing the strategies listed above
- Decide what data will be collected and when to determine the effectiveness of the strategies throughout implementation and add as an action step under the target strategy
- Email the Integrated action plan worksheet to your specialist

6. Next Steps

- ☐ Email your specialist to let him/her know your Comprehensive Needs Assessment, Root Cause Analysis, Integrated Action Plan has been completed and uploaded to ALEAT.

We thank you for your hard work and time. Feel free to seek advice and support from your specialist throughout this process. Your specialist can also review your plan before it is submitted to help ensure all school improvement expectations are included.

Thank you!
Support and Innovation Team



Appendix K

Data Walk Support

<p>Learning Objectives Or Goals</p> <p>Posted & Understood? Teacher or student talk? Do students know what the objective/goal is for the lesson?</p>	<p>Assessment</p> <p>Informal - Used to monitor and adjust teaching, exit ticket, oral communication</p> <p>Formal: (3 types listed below) Selected Response – Multiple choice, T/F, fill in the blank</p> <p>Extended Written Response – Write several sentences</p> <p>Performance Assessment – Based on observation, performance skill or creative product to be judged.</p>	<p>DATA WALK SUPPORT</p>
<p>Success Criteria</p> <p>Specific, Concrete, "I Can." Measurable Describes what success looks like when the goal is reached.</p>		<p>Instructional Strategies</p> <p>Identifying Similarities and Differences – Comparing, classifying, recognizing metaphors, using analogies (T-charts, Venn Diagrams, <u>Frayer</u> model, Comparison Matrix)</p> <p>Summarizing and Note Taking – Linguistic and nonlinguistic notes, mind maps, Cornell Notes, Synthesizing information, pulling out the main idea</p> <p>Reinforcing Effort and Providing Recognition – Authentic praise, explaining why an answer is wrong or right, connecting effort and outcome</p> <p>Homework and Practice – Memorization, activities to increase skill speed, role activities to instill a concept or skill</p> <p>Nonlinguistic Representation – Graphs, charts, maps, pictures, simulations, dramatizations, movement, music</p> <p>Cooperative Learning – Working in pairs or groups where roles are assigned or there is structure, students have mutual goals, and are working together</p> <p>Setting Objectives and Providing Feedback – Students create their own learning goals and get feedback from the teacher on their progress (long-term assignments, research, projects of choice)</p> <p>Generating and Testing Hypothesis – System analysis, invention, experimental inquiry, decision-making, problem-solving</p> <p>Cues, Questions, Advance Organizers – K-W-L- charts, questioning strategies, anticipation guides</p>
<p>Depth of Knowledge</p> <p><u>Level 1 – Recall/Recite</u>; when, where, who, what, why</p> <p><u>Level 2 – Skill/Concept</u>: separate, cause/effect, estimate, predict</p> <p><u>Level 3 – Strategic Thinking</u>: assess, compare, revise, differentiate</p> <p><u>Level 4 – Extended Thinking</u>: design, analyze, create, prove, apply</p>	<p><u>REQUIRED</u></p> <p>STUDENTS MUST BE ABLE TO TELL YOU WHAT THEY ARE LEARNING AND WHY.</p>	
<p>Engaged vs. Compliant (NAAACP)</p> <p>Every lesson includes at least one of the following:</p> <p>N... novelty and variety A... affiliation (work w/others) A... affirmation of performance A... authenticity (significance) C... choice P... product focus</p> <p>Students find value in what they are doing when they are engaged.</p>	<p>Learning Environment</p> <p>Safe Environment – Room arrangement, resources, supports learning</p> <p>Climate of High Expectations – Routines and rules minimize disruption</p> <p>Opportunity to Learn – Work, tight alignment, teacher aware of students' levels</p> <p>Student Work Displayed or Published</p>	