



Renovation for Equitable Learning

School Improvement Reidentification:
Creating Equitable Outcomes for ALL



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Introduction

School Support and Improvement Charge

How We Define the School Support and Improvement School

Support and Improvement Team's aspiration is for all Arizona students to be empowered to create limitless futures by supporting LEA and school system transformations to ensure equitable learning environments, excellence, strengths-based leadership, and innovative continuous improvement.

Equitable Learning Environment

How We Define Equitable Learning Environment

Creating structures, practices and policies that advance positive, data driven learning practices and leadership among educators, students and families in support of increasing student achievement; where each student's unique needs and circumstances are met and they are challenged academically and intellectually within a supportive environment; where “every student has access to the educational resources and rigor they need at the right moment in their education”. It is grounded in the understanding that all students bring strengths to the learning environment and fostering those strengths, and helping students understand them increases engagement and achievement.

Renovation for Learning

How We Define Renovation

Renovation is the process of improving a broken, damaged, or outdated structure. Additionally, renovation can refer to making something new, or bringing something back to life.

About the Resource Guide

This guide includes resources, tools, activities, and strategies that your LEA can use to help focus on the four domains of equitable learning:

1. Strengths Based Leadership
2. Culture Renovation
3. Instructional Transformation
4. Talent Development



How the Resource Guide is Organized

All materials in this guide have been categorized by domain, type of material, and audience.

Implementation Domain	1	Strength Based Leadership	2	Culture Renovation
	3	Instructional Transformation	4	Talent Development

Type of Material		Activity Activities outline exercises, lesson plans, or training agendas.		Resource Resources support with articles, case studies, and books.
		Strategy Strategies outline questions, steps, and/or system components.		Tool Tools support implementation with templates, forms, and rubrics.

Audience	LEA Leaders, Site Leaders, Site Leadership Team, Teaching Staff, Support Staff
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Four Domains of Equitable Learning

1. Strengths Based Leadership
2. Culture Renovation
3. Instructional Transformation
4. Talent Development

Domain 1: Strengths Based Leadership

Leaders make it a top priority to elevate the performance of low achieving schools and they communicate the urgent need for transformation so that all students receive the high-quality education they deserve.

The policies, structures, resources, and personnel leaders put in place to rapidly and significantly improve the schools reflect the leader's strong commitment to the work. Leaders understand their role in ensuring transformation and they develop data-informed plans that meet the local context and accept responsibility for the results.

Domain 1 Strengths Based Leadership Components

Prioritize improvement and communicate urgency

- Set deliberate path and create clear expectations to work towards improvement;
- Articulate a commitment and fiercely articulate it;
- Closely monitor, discuss, report, and take action on progress.

Monitor short- and long-term goals

- Develop data informed impact and process goals with short term targets to guide improvement plan;
- Respond to feedback and progress toward goals;
- Celebrate successes.

Customize and target support to meet needs of school

- Personalized targeted support aligned CNA and data needs of the school context;
- Promote coherence and integration of priorities;
- Eliminate unnecessary initiatives.

Domain 1 Strengths Based Leadership Guide

Material	Audience	Title	Overview	Implementation Tip
 Activity	LEA Leaders Site Leaders Teaching Staff	Simon Sinek – Start with ‘Why’	Video showing that great leaders know why they do what they do; focusing on your motivations will inspire what you do; know why you are doing something first.	Use at a staff meeting to help align to your vision and goals, create urgency, define, and support collective efficacy.
	LEA Leaders Site Leaders Teaching Staff	NASSP Activity: Building Leadership Capacity	Website with reflective activity to help create a leadership foundation of self-awareness; confirm or challenge perceptions; common understanding of what a leader is; access to other resources.	Launch at the beginning of the year to create a strong leadership foundation.
	LEA Leaders Site Leaders Teaching Staff	Building a Distributive Leadership Model	Video that outlines the distributive leadership model; promotes empowerment and engagement throughout the school.	Share when launching at the beginning of the year; leadership team meeting; may also be implemented throughout the year.
	LEA Leaders Site Leaders	Stand Up Staff Meeting	Video that explains model strategy on how to maximize staff meetings with efficiency and significance in mind.	Practice with leadership team meetings first, then with staff meetings; have a shared definition for what is meant by significant.
	LEA Leaders Site Leaders Teaching Staff	Data Wise Improvement Process	Website with free online learning options. The Data Wise Improvement Process is an eight-step model that guides teams of educators from schools or systems in working collaboratively to improve teaching and learning through evidence-based analysis.	Go through course with the leadership team to build capacity and support improvement process.
Material	Audience	Title	Overview	Implementation Tip
	LEA Leaders Site Leaders	ASCD Building and Maintaining Collective Efficacy	Article with possible activities and action steps to begin to build a culture of collective efficacy.	Consider using this article to develop a professional development for your staff.

Resource

LEA Leaders Site Leaders	Bringing Intentionality to Instructional Site Leadership Team	Article on how to structure site leadership team to be more focused, disciplined, and accountable.	Leaders should have their instructional leadership team in place prior to developing the team's intentional practices.
LEA Leaders Site Leaders	The 10 Key Skills of Successful Site Leaders	Article providing ten tips/strategies on how to be a successful school leader.	Use this as a reflection/ self-assessment.
LEA Leaders Site Leaders	Leadership Secrets for Developing Teacher Success (ASCD)	Article highlighting some of the essential elements necessary to build collective teacher efficacy in each teacher.	Individualize the support you provide your teachers in the goal of developing collective efficacy; Read before a difficult conversation with a teacher.
LEA Leaders Site Leaders	Leading a High Reliability School	Book that is a user-friendly teaching resource focuses on: (1) a safe and collaborative culture, (2) effective teaching in every classroom, (3) a guaranteed and viable curriculum, (4) standards-referenced reporting of student progress (standards-based grading), and (5) a competency-based system.	As a blueprint, use this book to assist in planning as you work up to implementation. Consider chunking this book with your leadership team to define and create action plans.
LEA Leaders Site Leaders	Improving Site Leadership Team Habits	Podcast that talks about how people work together is just as important as the work. Teams should be intentional, and this podcast provides strategies to consider.	Listen to when building teams for different purposes.
LEA Leaders Site Leaders	7 Expectations for Transformational Leaders	Article that outlines changing the expectation from a focus on competencies to a behavior approach allows leadership to focus on results through intentional communication.	Focusing on the behaviors will give us the outcomes we want. Remember being clear is kind.
LEA Leaders Site Leaders	A Leaders Guide to Building Instructional Capacity	Paper explaining ESSA's new language on professional development that provides an opening for LEAs to rethink their approach to teacher learning to focus less on implementing specific programs and more on building lasting capacity for instructional improvement.	Use the outlined attributes to build a foundation of common attributes to increase instructional capacity.

LEA Leaders Site Leaders Teaching Staff Support Staff	Learning By Doing	Book that provides a framework, strategies, and actions steps for Site Leaders to develop and nurture high performing professional learning communities (PLC) within their schools.	Conduct a school wide book study to chunk the learning and have various teams within your school take ownership of delivering the content.	
LEA Leaders Site Leaders Teaching Staff Support Staff	Leadership Effectiveness: How to Be a Better Leader	Article with research from Gallup on what makes an effective leader highlighting areas from traits, expectations, styles, leadership vs. management, and people development. This article also provides action steps, activities, and resources for reflection and implementation.	To support processing and personal growth, set time aside at the end of each section to complete the reflective and/or implementation activity.	
LEA Leaders Site Leaders	Instructional Site Leadership Team to The Rescue	Article that outlines a framework that can be used by school LEAs and leaders to increase the coherence, ownership, and effective implementation of your instructional vision.	Use as a planning tool.	
LEA Leaders Site Leaders Site Leadership Team	Equity Visits	Book that details how to combine a strong focus on instruction with explicit, intentional efforts to address systemic inequities.	Ensure equity occupies a central spot in data collection, analysis, and be explicitly discussed at all levels of your school or district organization. Use in book study with all administrators.	
Material	Audience	Title	Overview	Implementation Tip
	Site Leadership Team	SOAR Analysis – A tool for strategic planning	Article with strategic planning tool to help create and execute a strategic vision.	Use at a pre-planning meeting to create action steps to close organization gaps (i.e., SMART goals).
	LEA Leaders Site Leaders Teaching Staff Support Staff	What Donuts Can't Teach Schools and Teams About Lasting Change	Article that shows building habits help to create lasting changes in teams rather than momentary success.	Strategies to think about when implementing change or trying something new.

Strategy	LEA Leaders Site Leaders	PLC Playbook	Guidance document that provides leaders with PLC instructional leaders site leaders with the knowledge and strategies to have open discussions, invites reflection, self-assessment, and encourages teachers and site leaders to focus their attention on building collective efficacy and highly impactful PLCs focused on improving learning for all students.	Ensure your culture is ready for the implementation of this framework as your leadership team uses this playbook to establish consistent PLC practices with your staff; Teaching Staff can use this to prepare, participate, and progress in PLCs.
	LEA Leaders Site Leaders	SWOT Analysis	Article that describes how SWOT analysis is designed to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of an organization and initiatives	Use this strategy with your leadership team to leverage the organization's strengths, improve weaknesses, minimize threats, and take the greatest possible advantage of opportunities.
	LEA Leaders Site Leaders	Agility, Transparency, Collaboration: How to Grow Your Site Leadership Team	Video with Anthony Kim and Neil Slevin where they discuss how to grow your Site Leadership Team using agility, transparency, and collaboration.	Use this to help you think through when these questions come up; reflective modeling.
Material	Audience	Title	Overview	Implementation Tip
Tool	LEA Leaders Site Leadership Team	Clifton Strengths Assessment	Website with the Clifton Strengths Assessment to help understand your talents and maximize your potential. The assessment consists of 177 questions (30 mins) in which you answer paired statements and choose the one that best describes you. The assessment measures your talents, your natural patterns of thinking, feeling, and behaving.	Start with the leadership team first.
	Site Leadership Team	Leadership Capacity Toolkit	Toolkit that provides a framework for understanding the 'why' behind walkthroughs and gives a baseline of 'look fors' to support the collection of meaningful and informative data to drive next steps.	Choose between 3-5 indicators to observe at any given time.

LEA Leaders Site Leaders	Instructional Leadership Team Continuum	Continuum to achieve effective instructional leadership teams; rubric to determine where you are with your practices and learning. Use this to assess to determine the effectiveness of your instructional leadership team.	Consider using this beginning, middle, or end of the school year to create goals, monitor progress, and identify successes and opportunities.
LEA Leaders Site Leaders	Preparing for PLC's	Website with key questions, strategies and supporting resources for site leaders, instructional leaders, and teachers to lay the foundations for creating and sustaining effective professional learning communities (PLCs).	Great tool for initial planning of PLCs.
LEA Leaders Site Leaders	Professional Learning Communities Maturity Matrix	Tool to use to assess the growth and current effectiveness of your professional learning communities	Teaching Staff self-asses their perception and leaders do the same; then do a crosswalk to drive collaborative discussions on next steps.
Site Leaders Teaching Staff	Improving Site Leadership Toolkit	Toolkit from the OECD Improving School Leadership project where four policy levers are identified; taken together, can help Site Leadership practice to improve school outcomes.	Use by leader to drive professional development and capacity; Site Leadership matters -this toolkit will help leaders understand, diagnose, prioritize, and communicate strategic school improvement.
LEA Leaders Site Leaders	Hexagon Tool	Tool to help systematically evaluate new and existing interventions via six broad factors: needs, fit, resource availability, evidence, readiness for replication and capacity to implement.	It is most used during the Exploration stage when an implementing site is identifying and selecting new programs and practices to implement.
LEA Leaders Site Leaders	Looking At Data Protocol	Protocol to guide conversation when data is the focal point. The structured approach of a protocol, with clear norms and expectations for conversation, creates a safe space for all participants. This protocol supports equity of voice and allows all members to describe the data, make inferences, and share implications for future work.	Leadership can use to prepare for and guide data discussions.

Domain 2: Culture Renovation

Develop a school culture where educators create a classroom, school, and system where excellence is achieved for every student, no matter who that student is or where that student comes from, with a focus on academic and humanity of staff and students in a concerted effort.

Leadership develops structures and practices that support collaboration around common goals, mutual respect, and shared responsibility. Therefore, responding to the cultural needs of the school, internally and externally, will ensure staff and students are challenged and supported.

Domain 2 Culture Renovation Components

Build a school community focused on student learning

- Celebrate successes; start with quick wins in the beginning to build momentum. Early successes promote success and gain confidence. Provide explicit expectations, behaviors, and support for each person's role in the school. Create opportunities for collaboration and belonging. Champion for high expectations from ALL. Reinforce expectations through accountability and support.


Solicit and act on stakeholder input

- Provide multiple opportunities for staff, student, and community voice. Analyze perception data to identify success and opportunities for growth. Solicit, acknowledge, and respond to constructive feedback, suggestions and criticism.


Engage students and families in pursuing education goals


- Intentionally build students competencies to achieve goals, persist in tasks, celebrate progress, and develop strategies for learning. Provide learning that is high interest and connects with student needs and aspirations. Meaningfully engage with school families regarding their student's learning, progress, interests and goals.

Domain 2 Culture Renovation Guide

Material	Audience	Title	Overview	Implementation Tip
 Activity	Teaching Staff	Classroom Circles	Video that shows class meetings in which all participants sit in a circle to facilitate open, direct communication. Circles provide a safe, supportive space where all members can talk about sensitive topics, work through differences, build community.	Elementary Schools/Middle Schools can hold circle in "home-room" or similar "home" classroom. Middle Schools/High Schools can hold in Advisory Period.
	Site Leaders Teaching Staff	Restorative Justice in Oakland Schools: Tier One – Community Building Circle	Video introduces a pair of students at MetWest High School, an Oakland public school in Oakland, Calif., who facilitate a community-building circle in their classroom.	The video can be used as an example to introduce Tier I Restorative Practices.
	Site Leaders Teaching Staff	6 Steps for Restorative Conversations to Resolve Conflict	Video shares six steps to practicing restorative conversations to resolve conflict.	Watch proactively to introduce staff to Tier I Restorative Practices.
	Site Leaders Teaching Staff	Restorative Circles: Creating a Safe Environment for Students to Reflect	Video that illustrates how creating a safe environment for students to reflect helps resolve conflicts. A daily meeting provides space for students to reflect on their behavior and find positive ways to resolve conflicts.	Use this video but look along with other Edutopia resources in description section of video.
	Site Leaders Teaching Staff	Introducing Restorative Justice for Oakland Youth	Video outlining the fundamental shift in the way we respond to youthful wrongdoing from punitive approaches that inflict more harm to restorative approaches that repair it.	The video can be used as an example to introduce staff to Tier I Restorative Practices.
	Site Leaders Teaching Staff	Restorative Practices: Student Voices	Video that shows the story of John Horn High School and how they began Restorative Practices in the 2017-18 school year. We use circles to create classroom community and build relationships between students and teachers alike.	The video can be used to introduce staff to Tier I Restorative Practices to highlight student voice with featured interviews with students as they describe their experiences with circles.

Material	Audience	Title	Overview	Implementation Tip
 Resource	Site Leadership Team Teaching Staff	The Power of Collective Efficacy	Article demonstrating how building collective efficacy influences school culture, the role evidence plays in informing decision making and how to use collective efficacy to set the narrative of your school.	This tool can be used to inform teams of the positive impact collective decision making can have on school transformation. It provides the largest effect size of all strategies on student achievement.
	LEA Leaders Site Leaders Teaching Staff	Can Texting Parents Improve Attendance in Elementary School?	Publication reporting on chronic absence and how adaptive text message strategies can help reduce chronic absence.	Gather and review attendance, communication, skills data, structures, procedures, documented approaches, communication strategies, and anything else that informs attendance data prior to using this tool.
	Site Leaders Teaching Staff Support Staff	The Promise of Restorative Practices (Gregory)	Article about restorative practices to be used as part of the Save the Last Word protocol (in Tool section) during staff PD introducing Tier I Restorative Practices.	The PD begins with a collective reading of the article followed by a protocol (in Tool section) to discuss and unpack.
	Site Leaders Teaching Staff Support Staff	Overcoming ACES	Article on Adverse Childhood Experiences (ACES): To be used in staff PD as part of a sequence introducing Tier I RP and how RP can be used to address ACES.	The article can be used to introduce staff to ACES and how Tier I Restorative Practices can be used to address ACES.
	LEA Leaders Site Leaders Teaching Staff Support Staff	What Schools Miss When They're Missing Relationship Data	Article describes how relationships matter but schools lack the data and tools to understand them. Reflect on what kinds of relationship data schools need to understand the trajectories their students are on, and the relationships and resources at their disposal.	Network mapping, eco-mapping, relationship mapping— asking students themselves who is in their lives.
	LEA Leaders Site Leaders Teaching Staff Support Staff	Greater Good in Education	Website with free educational, research-based, and science-informed strategies, practices, and resources for the social, emotional, and ethical development of students, for the well-being of the adults who work with them, and for cultivating positive school cultures.	Offers education program, Summer Institute for Educators, speaking and workshops, online courses, articles.

	Site Leaders Teaching Staff Support Staff	Using Restorative Justice to Transform School Culture	Article that depicts when restorative justice is implemented on a schoolwide level, it has the potential to transform relationships between teachers and students.	It is important, to truly impact students' experiences in school, to start working toward schoolwide restorative justice implementation.
Material	Audience	Title	Overview	Implementation Tip
 Strategy	Teaching Staff	Student Self-Regulation Tool Cards - Spanish Student Self-Regulation Tool Cards - English	Tool-cards to provide students the opportunity to choose an activity that could support their own regulation when feeling their bodies are not ready to learn. Available in Spanish and English.	Provide students the opportunity to choose a regulation strategy when they need to take a break to support future engagement in their learning.
	Site Leaders Teaching Staff Support Staff	International Institute for Restorative Practices	Website with information, resources, and professional learning can be used to introduce staff to Restorative Practices and Restorative Justice.	The website includes resources, articles, strategies, and tools for the implementation of Tier I, Tier II, and Tier III RP.
	LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Relationship Mapping	<p>Strategy where educators print off the name of EVERY student in the school, put the list up at a faculty/ staff meeting, and have adults indicate who and what they know about the students. Are there students that are not as well known to the staff? Have adults choose students they don't know and engage in a 2 x 10 (2 minute conversation for 10 consecutive days) or some other type of activity to engage with that student.</p> <p>Or</p> <p>Send out a 2 question survey to all students: 1. Do you have an adult at school that cares about you? Who? 2. Do you have an adult at school that you can talk to if you need help? Who? Any students that answer no get chosen by a staff member and they do a 2 x 10 (2 minute conversation for 10 consecutive days). It can also be powerful to share who students feel connected to with adults.</p>	<p>Implemented at a faculty/staff meeting towards the beginning of the year. Should include ALL school employees. Data can be used when reviewing/ analyzing discipline data throughout the year.</p> <p>Or</p> <p>Need to send out a student survey towards the beginning of the school year. Data can be used when reviewing/ analyzing discipline data throughout the year. Can do again at the end of the year to see if data changed/ improved.</p>

Material	Audience	Title	Overview	Implementation Tip
 Tool	Site Leadership Team School Staff	Building Resilience School Self-Assessment	Assessment that provides feedback and relevant data on current practices that support building resilient students, educators, and families and communities. Completion of this assessment can provide necessary data to support next steps in building resilient schools in Tier1, 2, and 3 levels of instruction.	Use the data from this tool to inform your CNA and the development of your primary needs and action steps on your IAP.
	Site Leaders Site Leadership Team Teaching Staff	UDL Progression Rubric	Rubric that provides insight to how your school sites are progressing with UDL practices. From emerging, to proficient, then progressing toward expert practice, this rubric provides a guide to where your school(s) are at in their UDL journey. This rubric can also be used to inform next steps in UDL implementation.	This tool can be used by educators to inform how they are currently providing multiple means of engagement, representation, action, and expression.
	LEA Leaders Site Leaders	LEA Attendance Plan Reflection Tool	Tool to guide reflection around attendance data and offer considerations and technical guidance to strengthen attendance structures/procedures/approaches.	Gather and review data, structures, procedures, documented approaches, recovery plans, and anything else that informs attendance data prior to using this tool.
	LEA Leaders Site Leaders Site Leadership Team Teaching Staff Support Staff	Multi-Tiered System of Supports (MTSS) Teaming Structures	Template that can be used as a reference tool to support calendaring regular Multi-Tiered System of Supports (MTSS) teaming efforts on your campus including all stakeholders.	Use this tool to identify which teams need to meet, when they need to meet, and why they need to meet to support Multi-Tiered System of Supports (MTSS) implementation on your campus.
	Site Leaders Teaching Staff Support Staff	Save the Last word for me	Protocol PD tool that can be used to unpack articles and videos on Restorative Practices, Restorative Justice, and ACES.	PD tool that can be used to unpack articles and videos on Restorative Practices, Restorative Justice, and ACES.

<p>Site Leaders Teaching Staff Support Staff</p>	<p>Dialogue Circles and Positive Classroom Culture</p> <p>Using Dialogue Circles to Support Classroom Management</p>	<p>Article with information on the implementation of Restorative Practices and Restorative Justice at Glenview Elementary.</p> <p>Video with information on the implementation of Restorative Practices and Restorative Justice at Glenview Elementary.</p>	<p>Read the article first, then look at the video and the additional resources.</p>
<p>Site Leaders Teaching Staff Support Staff</p>	<p>Time to Think: Using Restorative Questions</p>	<p>Article with restorative questions that can be used as a tool to process an incident of wrongdoing or conflict.</p>	<p>Explore the International Institute for Restorative Practices (IIRP) website for additional resources.</p>
<p>Site Leaders Site Leadership Team Teaching Staff Support Staff</p>	<p>Supporting Mental Health Resource Toolkit</p>	<p>Toolkit for administrators, counselors, and school leaders who are looking for more ways to proactively promote mental health with social emotional wellness exercises. We encourage you to share this resource toolkit with educators, counselors, and families to strengthen your community.</p>	<p>Use this resource to supplement your curriculum or as standalone resources to bring focus to best practices explicitly and consistently.</p>
<p>LEA Leaders Site Leaders Site Leadership Team Teaching Staff Support Staff</p>	<p>School Mental Health Toolkit</p>	<p>Toolkit to help all members of school communities work together to assess, identify, prioritize, and fund school-based mental health services while promoting mental health and wellness programs and resources to ensure every student has a path to success.</p>	<p>Every individual, school, and community are different in their identities, cultures, values, backgrounds, experiences so consider how these practices may or may not fit within your context and to fit your needs.</p>

Domain 3: Instructional Transformation

Effective instructional practices including strong standards-based instruction that is culturally responsive to the needs of the school community. School staff participate in collaborative, data-based planning and provide differentiated learning for individual student needs.

This includes evidence-based pedagogical methods and student engagement that meets the academic and humanity of all students.

Domain 3 Instructional Transformation Components

Diagnose and respond to student learning needs

- Develop a balanced assessment system to diagnose student learning needs;
- Use that data to drive instructional decisions;
- Implement a Multi-Tiered System of Supports (MTSS) framework that includes effective students supports and instructional interventions.


Provide rigorous evidence-based instruction

- Set high academic standards and ensure access to rigorous standard-based instruction aligned to the Arizona K-12 standards;
- Provide supports, training and feedback to ensure quality instructional planning and delivery;
- Develop strategies to strengthen Tier 1 core instruction that meets the needs of ALL learners.

Remove barriers and provide opportunities

- Systematically identify barriers to students learning and opportunities to enhance learning;
- Partner with community organizations to meet the needs of staff and students;
- Develop a strategy to review data on an ongoing basis to identify systemic opportunities for change.

Domain 3 Instructional Transformation Guide


Material	Audience	Title	Overview	Implementation Tip
 Activity	Site Leaders Teaching Staff Support Staff	Accommodations and Modifications	Document that includes definitions, activities, and strategies to help with providing accommodations and/ or modifications for students.	Students with disabilities and all learners.
	Site Leaders Teaching Staff	Differentiation classroom practices inventory	Survey for classroom self-evaluation.	Could focus on students with disabilities and English Learners, but differentiation for the needs of all students.
	Teaching Staff	20 Differentiated Instructional Strategies and Examples	Article with specific activities to use to differentiate lessons.	Could focus on students with disabilities and English Learners but differentiated activities for all learners.
	Teaching Staff	What are the Best Graphic Organizers to Promote Critical Thinking	Article with examples of graphic organizers and how (what kind of activities) to use them.	For use with all students.
	Teaching Staff	30 Formative Assessment Activities: Distance & Face-to-face Learning	Website with activities for formative (daily and checks for understanding).	Distance learning and face-to-face lessons.
	Teaching Staff Support Staff	Join edWeb.net to Improve Teaching & Learning	Website with free professional learning community with anytime learning.	Remote PD in all content areas and other skills assessment; observing online communities with best practices.

Material	Audience	Title	Overview	Implementation Tip
 Resource	Site Leaders Site Leadership Team Teaching Staff Support Staff	Positive Behavioral Interventions and Supports (PBIS)	Website for Positive Behavioral Interventions and Supports (PBIS), which is an evidence-based three-tiered framework to improve and integrate all the data, systems, and practices affecting student outcomes every day. PBIS creates schools where all students succeed. Find out how to get started with PBIS.	All students know your audience and what will work in a positive movement; perform constant reflection on results; do not go too fast.
	Site Leaders Site Leadership Team Teaching Staff Support Staff	Pennsylvania Evidence Resource Center	Website collection of evidence-based strategies curated to help educators make evidence-based decisions and implement strategies, interventions, and activities that are best fit for their needs and local context. students with disabilities, ED, English Learner.	Multi-Uses: Attendance, Grad Rate, English Learner, Math, Science, Social Studies, Multi-Tiered System of Supports (MTSS), Positive Behavior, Culture, Assessment, and other skills.
	Site Leaders Site Leadership Team Teaching Staff Support Staff	WWC--What Works Clearinghouse Practice Guides	Website with resources and recommendations for educators to address challenges in their classrooms and schools. They are based on reviews of research, the experiences of practitioners, and the expert opinions of a panel of nationally recognized experts.	Use to foster skills and knowledge with students with disabilities, English Learners across all academic subjects; early childhood to post-secondary.
	LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Multi-Tiered System of Supports (MTSS) Resource page	Website with templates and activities for Multi-Tiered System of Supports (MTSS).	Multi-Tiered System of Supports (MTSS) is systemic.
	Site Leaders Site Leadership Team Teaching Staff	The MTSS Start-Up Guide: Ensuring Equity, Access, and Inclusivity for ALL Students (Hannigan/Hannigan)	Book with information and support for implementing Multi-Tiered System of Supports (MTSS).	A foundation for starting a Multi-Tiered System of Supports (MTSS).


Site Leaders Site Leadership Team Teaching Staff Support Staff	Vertical and Horizontal Alignment of Curriculum	Document from Pearson that provides information about vertical alignment of curriculum and horizontal alignment of curriculum, and how to use each when planning, aligning curriculum, and addressing student learning gaps.	Helpful when working on curriculum mapping for subject/grade level and to support conversations and planning between grade-levels to address planning and student achievement gaps.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Universal Design for Learning overview	Website with Universal Design for Learning (UDL) framework to as guideline to create an instructional infrastructure.	Students with disabilities and English Learners, all learners UDL is an instructional model to address the needs of all learners.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Building Capacity for Improving Instructional Practice for English Learners with Disabilities	Webinar aimed at improving instruction for students who are both English Learner and students with disabilities.	Students with disabilities and English Learners supporting dual identified students.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Reflections on Teaching English Learners	Website with blog featuring components of the Structured English Immersion Observation Protocol model.	English Learners and all students instructional support.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff Support Staff	High Level Practices for students with disabilities	Website with a plethora of practices, resources, and exemplar videos.	Use with students with disabilities all grades but could also be used for all students.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	The NWEA Map Suite	Website with information about data NWEA provides to ensure all students have a clear path for growth. Resources for every experience level help you stay informed throughout the year.	Language and conversation starters to inform staff and parent community about importance of assessment.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Designing and Delivering Intensive Interventions	Toolkit with examples of how to design intense interventions for students.	For use with all students.

LEA Leaders Site Leaders	WestEd's--How Districts and States Can Support Instructional Infrastructure	Publication explaining how educators in two key district leadership roles — principal supervisors and principals — can make pivotal contributions to instructional transformation.	Assist in initial changes, practices, and actions to create a sustainable instructional transformation
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Creating an Instructional Infrastructure	Presentation with step-by-step process for creating an instructional system.	For use by school and district teams.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Using Data to Improve Schools	Guide for using data to drive school improvement.	Use multiple data points in various contexts.
LEA Leaders Site Leaders Site Leadership Team	ASCD The Learning Zone/Hey, Learning Coach, What Do You Do?	Article from Jim Knight about the importance of the Instructional Coach.	Guidance for instructional coaching.
Site Leaders Site Leadership Team Teaching Staff	Marzano's High Yield Instructional Strategies	Video with brief descriptions of Marzano's 9 effective strategies	On the playlist, there are several different videos. Teachings in education also provides videos on other resources.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Using Classroom Walkthroughs to Improve Instruction	Report that provides principals with important reasons to conduct classroom walkthroughs to aid with school improvement.	Guidance for leadership walkthroughs.
Site Leadership Team Teaching Staff Support Staff	Panorama resources	Website contains resource for Multi-Tiered System of Supports (MTSS), etc.	All grades, all subgroups (depending on which resource).
LEA Leaders Site Leaders	Translating Great Materials into Great Instruction	Website with background, vignettes, and resources, including a step-by-step process for adopting and implementing materials.	For use by school and district teams.

LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Top 7 Instructional Design Models to Create Effective Learning Material	Blog that details top seven instructional design models, with steps, visuals, and resources.	Review all models and take inventory of what you are already doing.
LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Models of Excellence: The Center for High Quality Student Work	Videos from Harvard Grad School of Education for professional learning and resources featuring exemplary pre-K to 12th grade student work.	Support conversations about what we can learn from student work. Educators could use the Protocol for Using Student Work to Improve Teaching and Learning to examine a single piece of work or use the longer Quality Work Protocol to analyze work across classrooms in relation to English Learner's Attributes of High-Quality Work.

Material	Audience	Title	Overview	Implementation Tip
 Strategy	Site Leaders Teaching Staff Support Staff	Understanding and Working with Students and Adults from Poverty (R. Payne)	Publication from Ruby Payne providing strategies (and some tools/activities) to work with Economically Disadvantaged Students.	Use to support economically disadvantaged students.
	Site Leaders Teaching Staff Support Staff	Effective strategies for supporting students from low socio-economic backgrounds (School Excellence in Action)	Website with strategies, resources, and reflective questions to help determine what works best when supporting students from low socio-economic backgrounds	Use to support economically disadvantaged students.
	Site Leaders Site Leadership Team Teaching Staff	A Collection of Simple Assessment Strategies You Can Use Everyday	Article with a collection of strategies that can be used for daily formative assessments.	Use with formative assessments and checks for understanding.
	Site Leaders Site Leadership Team Teaching Staff	8 Strategies Robert Marzano and John Hattie Agree On	Article with evidence-based instructional strategies.	Eight strategies for all classrooms.

LEA Leaders Site Leaders Site Leadership Team Teaching Staff	4 Tips for Instructional Coaches/Praise can be a Powerful Tool	Article that describes several strategies for Instructional Coaches to use with the teachers they support.	For supporting for coaches.
Teaching Staff	English Learner & ESL Teaching overview	Video with overview of information and examples.	Support for English Learner instruction.
Site Leaders Site Leadership Team Teaching Staff	UDL-Aligned Strategies	Toolkit that outlines Universal Design for Learning (UDL) -aligned strategies.	Support students with disabilities, English Learners, and all students.
Site Leaders Site Leadership Team Teaching Staff Support Staff	Crisis Prevention Institute (CPI)	Website with strategies and resources in CPI that focus on safety and welfare of all students/staff.	CPI strategies could be used to support specific students but may also have positive impact on school and classroom culture.

Material	Audience	Title	Overview	Implementation Tip
 Tool	Site Leaders Site Leadership Team Teaching Staff Support Staff	ACEs Trauma informed Care	Survey that rates trauma experiences that affect physical and mental health.	Understanding trauma helps to identify barriers to learning and may help to provide services and supports students need.
	Site Leaders Site Leadership Team Teaching Staff Support Staff	Restorative and trauma informed practices	Website search with scholarly articles on restorative and trauma informed practices.	Use research to support work.
	LEA Leaders Site Leaders Site Leadership Team Teaching Staff	Multi-Tiered System of Supports (MTSS) Rubric	Website from Center on Multi-Tiered System of Supports (MTSS) at the American Institutes for Research (AIR) that features a rubric to evaluate school MTSS systems.	School self-evaluation.

Site Leaders Site Leadership Team	The Inclusion Checklist (Villa)	Book of self-check for buildings on inclusive practices.	Students with disabilities, English Learner all students. Encourages looking at practices that supports students with disabilities in the general education classroom.
Teaching Staff	Learning Ally	Website with information and resources based on brain science and leading instructional practice research and provided integrated tools to help educators drive sustainable transformational change in literacy leadership and student achievement.	We approach literacy skills development with a holistic lens focused on the learner as well as the educator and the system of supports surrounding the learning itself.
Site Leaders Teaching Staff Support Staff	Let's Team Up! (Gerlach)	Book provides checklists to help paras and teachers collaborate.	Define roles and responsibilities for team members
Site Leaders Teaching Staff Support Staff	Graphic organizers	Document that offers how to use various graphic organizers. Website with graphic organizers. YouTube video with how/why to use graphic organizers.	All grades, all groups.
Teaching Staff	27 Formative Assessment Tools for your Classroom	Article contains links for formative assessment tools and mentions strategies, as well.	Technology tools for quick classroom assessment.
Teaching Staff	The Ultimate List of Graphic Organizers for Teachers and Students	Article with information, visuals, and links to create various graphic organizers.	Various grade levels and contents.
LEA Leaders Site Leaders	Jump-Starting Instructional Transformation for Rapid School Improvement: A Guide for Principals	Website with library of information and implementation templates for all areas of school improvement process.	For use the Four Domains of School Improvement process.

Domain 4: Talent Development

Recruitment, development, and retention of competent and committed personnel at every level across the school. Policies and practices to identify, select, place, and retain personnel are aligned to the mission and vision of the school.

Domain 4 Talent Development Components

Recruit, develop, retain and sustain talent

- Proactively plan for the recruitment and development of personnel to quickly fill vacancies throughout the transformation process;
- Develop specific interview strategies to ensure commitment to the school's mission and vision;
- Develop preparation programs that build capacity in Site Leaders and staff.

Target professional learning opportunities

- Offer high-quality meaningful learning opportunities, aligned to school goals that are differentiated to meet the needs of staff;
- Offer regular support and job embedded learning that includes coaching, mentoring, observation and feedback on a regular, consistent basis;
- Leverage and maximize high performing personal as models and peer Support Staff.

Set clear performance expectations

- Create and communicate performance expectations for all school staff as well as, school wide expectations for all students;
- Develop and implement a performance management system that include observation and feedback and the monitoring of progress, including goal setting with informal and formal observations.


Domain 4 Talent Development Guide

Material	Audience	Title	Overview	Implementation Tip
 Activity	LEA Leaders Site Leaders	Best Practices for Virtual Interviews	Guide details best practices for conducting effective phone and video interviews.	This brief is a useful checklist for conducting effective virtual interviews.
	LEA Leaders Site Leaders	Competency Aligned Interview Questions	Tool provides a selection of possible interview questions that span many topics, including cross cultural agility, high expectations, instructional expertise, school fit, and more.	This tool could be used by HR professionals and school leaders as they advertise, interview, and hire candidates.
	Site Leaders	Planning Stay Conversations with Teachers	Guide that compellingly articulates why teachers should choose your school or system and is aligned to teachers' actual experiences is a powerful talent management tool. This guide helps leaders consider their current value propositions and select high-leverage steps they can take to make meaningful improvements.	This tool provides an outline for conducting stay conversation with teachers. This is useful for retaining teachers.
	LEA Leaders Site Leaders	The Expert Next Door/Peer Learning Practice	Guide with peer observation suggestions, guidelines, and tools for teachers to conduct successful observations of peers.	This is useful for site leaders and teachers as they work to develop systems for teacher observation and feedback.
	LEA Leaders Site Leaders Teaching Staff	Assessing your Own Implicit Biases	Website provides opportunities for people to take private, self-assessments regarding their implicit biases. A variety of assessments are available, and results are confidential.	This tool is useful to HR professionals and school leaders who are working with staff to develop their awareness of bias in their classrooms and schools.
	Site Leaders	Sample Email to highlight exemplary practices	Sample email is an example for school leaders to use as they construct their own weekly or monthly emails to staff. This sample email includes innovative ways to highlight best practices in the school.	This tool is useful for school leaders as they build on and enhance communication of best practices at their site.


Material	Audience	Title	Overview	Implementation Tip
 Resource	LEA Leaders Site Leaders	AZ Induction Program Standards	Document for local education agencies to develop a rich and appropriate teacher induction program.	This is useful for district and school leaders as they develop an induction program.
	LEA Leaders Site Leaders Teaching Staff	Marzano Teacher Evaluation for Recs for Virtual Instruction	Tool provides both in person and virtual considerations for evaluating instructional practices and for coaching teachers into excellence.	This is useful for district and school leaders as they outline high quality expectations for instruction.
	LEA Leaders Site Leaders Teaching Staff	Marzano Teacher Evaluation Model	Research document provides references and outlines the key components of the Marzano teacher evaluation model.	This is useful for district and school leaders as they outline high quality expectations for instruction.
	LEA Leaders Site Leaders	Evidence Based Coaching Practices	Document that explains building coaching and scaling it up district wide, information on time organization, areas of focus, coaching mindsets, and coaching models.	Useful for site leaders and district leaders as they develop their teacher coaching practices.
	LEA Leaders Site Leaders	Mentoring and Instructional Practices	Guide for education leaders seeking to create and/or improve programs with coaching practices that result in improved student learning, equity-focused teaching practice, and teacher retention.	This brief focuses on the best areas to focus on with mentorship in schools.
	LEA Leaders Site Leaders	Mentoring and Induction Programs	Guide for education leaders seeking to create and/or improve induction programs with practices that support teacher retention, teacher development, and improved student learning.	This brief outlines the do's and don'ts for effective mentoring and induction programs.
	LEA Leaders Site Leaders	NAESP Recruitment Podcasts	Podcasts conducted by professionals in the education industry reviews strategies for advertising, recruiting, and retaining teachers.	Useful for professionals and site and district leaders.
	LEA Leaders Site Leaders	Recommendations for Updating Recruitment Messaging	Article provides examples of the best messaging when recruiting teachers, including compensation, and mental health support, etc.	This tool is useful for HR professionals, district leaders, and school leaders as they advertise, hire, and support new staff.

LEA Leaders Site Leaders	Recruiting and Retaining Young Teachers	Article describes the characteristics that set apart the youngest folks who are entering the teaching profession and offers suggestions for supporting them in the classroom.	Useful for HR, district, and school leaders as they advertise, hire, and maintain a workforce made up of younger teachers. This article describes strategies for school practices, technology, and teacher coaching styles.
LEA Leaders Site Leaders Teaching Staff	Increasing your Diversity IQ	Video of this TED talk reviews simple strategies for folks to use to increase their awareness of and how much they value diversity.	Useful for site principals who are working to develop their staff appreciation of diversity in the workplace.
LEA Leaders Site Leaders Teaching Staff	Redesigning Schools Toolkit	Toolkit includes job descriptions, competencies, and companion tools that may be used to select, evaluate, and develop teachers and it is a companion to the school models.	This is useful for district and school leaders as they plan, develop, and implement school systems and practices.
LEA Leaders Site Leaders	Addressing Teacher Shortages; Practical Ideas for the Pandemic and Beyond	Article addresses short term needs such as filling vacancies, cultivating a diverse teacher workforce, and retaining teachers as well as long term strategies for staffing and talent management.	This resource is useful for district and site leaders as they prepare to address issues related to staffing challenges.
LEA Leaders Site Leaders	The New Teacher Project	Website provides resources that focus on academics, talent management, and supportive environments.	This resource is useful for school and district leaders. It provides access to a library of resources related to a range of topics.
LEA Leaders Site Leaders	Coaching for Change: Giving Feedback	Article provides tips, videos, and resources for giving feedback.	District and school leaders could use this resource as they support developing staff using feedback.
LEA Leaders Site Leaders	Learning Walks: Structured Observation for Teachers	Video provides examples for providing feedback to teachers.	This video is a useful tool for improving feedback skills.

LEA Leaders Site Leaders	The Secret to Giving Great Feedback	Video provides tips for giving exceptional feedback to teachers.	This video is useful for site leaders and instructional coaches as they engage in observation and feedback.
LEA Leaders Site Leaders Teaching Staff	Free Online Professional Development for Teachers	Website provides information about organizations that provide free professional learning opportunities on a variety of topics.	This website could be used to find available professional learning at no cost.

Material	Audience	Title	Overview	Implementation Tip
 Strategy	LEA Leaders Site Leaders	Building a Strong and Diverse Teaching Profession	Playbook to help recruitment, culturally responsive preparation, messaging, compensation.	This playbook offers a comprehensive set of strategies that work together to recruit, prepare, develop, and retain high quality teachers
	LEA Leaders Site Leaders	Building a Talent Decision Map	Playbook to help with management mapping, empowering principals to be talent management experts, timelines, roles and responsibilities, comprehensive tool for developing a high functioning staff.	This can be used to plan short- and long-term targets for hiring, job assignment, job effectiveness, professional growth, recruitment, and retention.
	LEA Leaders Site Leaders	Strategies for Cultivating New Hires	Brief includes information and examples for communicating with new hires and provides quick reference for sample emails, and tools for supporting new hires.	Use prior to and while working with candidates and new hires.
	LEA Leaders Site Leaders	Talent Development Framework	Document with framework provides information regarding the key components of initiatives and protocols that result in attracting, preparing, and developing teachers new to the profession.	This resource is useful for state and district policymakers as they develop strategies for attracting and developing new teachers.
	Site Leaders Teaching Staff	Guide for Virtual Classroom Facilitation	Guide with several best practices that lead to efficient, effective, and yes, even joyful virtual sessions. These tips can quite neatly translate into virtual facilitation strategies that teachers or leaders of school teams can test out.	Teachers can use to help plan for best virtual practices for before, during, and after class and site leaders can use to help establish expectations for virtual instruction.

LEA Leaders Site Leaders	Teacher Retention Guide	Guide that is broken down into five chapters including equitable recruitment and retention and the effect of COVID 19 on recruitment and retention.	This guide could be useful when addressing equitable practices.
LEA Leaders Site Leaders	Tips to Prevent teacher burnout	Article outlines common reasons for teacher burnout and includes links to other resources related to supporting teachers.	Site leaders could use this to incorporate practices that minimize burnout.
LEA Leaders Site Leaders	How administrators can help prevent teacher burnout	Article summary includes tips and suggestions for supporting teachers so that they may avoid burnout.	This resource provides insight into teacher burnout and ways to take action in your school to reduce the effect of stress on our teachers.

Material	Audience	Title	Overview	Implementation Tip
 Tool	LEA Leaders Site Leaders	Candidate Cultivation Tracker	Tracker helps teams collect contact information, application status, and next steps for follow-up with potential candidates. It is also useful for monitoring the effectiveness of recruitment events.	This tool is useful for tracking key information regarding potential and actual hires as they enter your school.
	LEA Leaders Site Leaders	Candidate Cultivation Workplan	Workplan is a spreadsheet is helpful for classifying candidates and organizing outreach and support efforts including phone calls, emails, and having candidates come in for school visits.	This spreadsheet is useful for district and site leaders as they work to support new and existing staff.
	LEA Leaders Site Leaders	Coaching for Results Continuum	Continuum that can be used a rubric for self-assessing your coaching systems in your school or district.	This tool is useful when assessing areas of need within your school regarding current or new coaching systems.
	Site Leaders Site Leadership Team	Facilitative Coaching Stems	Guide provides statement frames that can be used to structure coaching conversations in your school.	Teacher coaches, mentors, and school administrators could use this tool as they coach and develop members of their staff.

LEA Leaders Site Leaders	Induction Program Inventory	Toolkit outlines the key components of a successful induction program with professional learning and support structures for multiple stakeholders.	This tool could be used by HR professionals, district leaders, and site administrators as they hire and develop new staff members.
LEA Leaders Site Leaders Teaching Staff	Mentoring and Induction Toolkit	Toolkit provides links to extensive and complete resources, handouts, and presentations that can be used to provide professional development to mentors.	This tool could be useful to HR professionals and district leaders as they develop systems for mentors.
LEA Leaders Site Leaders Teaching Staff	Danielson Framework for Teaching (FFT)	Website provides additional information regarding the Danielson framework and how it can be used to develop teachers and improve instruction at your school or in your district.	This is useful for district and school leaders as they outline high quality expectations for instruction.
Site Leaders Site Leadership Team Teaching Staff Support Staff	Designing Effective Professional Learning for Teachers	Article highlights the value in considering the needs of adult learners and the importance in getting input and feedback regarding professional learning opportunities for teachers. This article includes links to tools that can be used to plan and assess professional learning.	The tools in this article could be useful to site leaders and instructional coaches that plan and deliver professional learning to teachers.
Site Leaders	Teacher Feedback Protocol	Protocol provides a suggested agenda for feedback conversations from an Edutopia article, "How to Give Teachers Better Feedback"	This tool is useful for administrators as they plan for coaching and feedback.
Site Leaders Site Leadership Team Teaching Staff Support Staff	6 Step Feedback Guide for Post Observation Coaching	Guide provides a suggestion for a six-step feedback process.	This tool is useful for administrators and instructional coaches as they plan for coaching and feedback.
Site Leaders Site Leadership Team Teaching Staff Support Staff	Checklist for Facilitating Meetings and Professional Development	Checklist provides reminders for the opening, pacing and tone, collaboration, learning, shifting energies, and closing of professional development.	This tool is useful for administrators and instructional coaches as they plan for professional learning.

LEA Leaders Site Leaders Site Leadership Team Teaching Staff Support Staff	Transformational Coaching Rubric 2.0	Rubric contains Elena Aguilar's 8 domains of a transformational coach. This tool is referenced in her book Coaching for Equity.	This tool is useful for district leaders, administrators, and instructional coaches to reflect on their practices.
Site Leaders Site Leadership Team	Observation & Feedback Sample Schedule	Sample weekly schedule that documents classroom walkthroughs, observations, and feedback discussions.	This tool is useful for site leaders to plan their week's activities.

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ADE created this resource document to support LEAs with the four domains of equitable learning. This document may contain copyrighted material, the use of which has not been specifically authorized by the copyright holders. The resources are made available in this document as a way to advance teaching and learning related to school improvement processes. The resources are presented for entirely non-profit educational purposes. We do not support any actions in which the resources are used for purposes that extend beyond fair use.

We will continue to update and add new resources in all current areas and begin to collect resources for families and school community members. It is our intention that this resource be used by LEA Leaders, Site Leaders, Site Leadership Teams, Teaching Staff, and Support Staff to support equitable learning environments for all students.

If you find any errors or have questions, please email SchoolImprovementInbox@azed.gov or visit our website at <https://www.azed.gov/improvement> for more information.