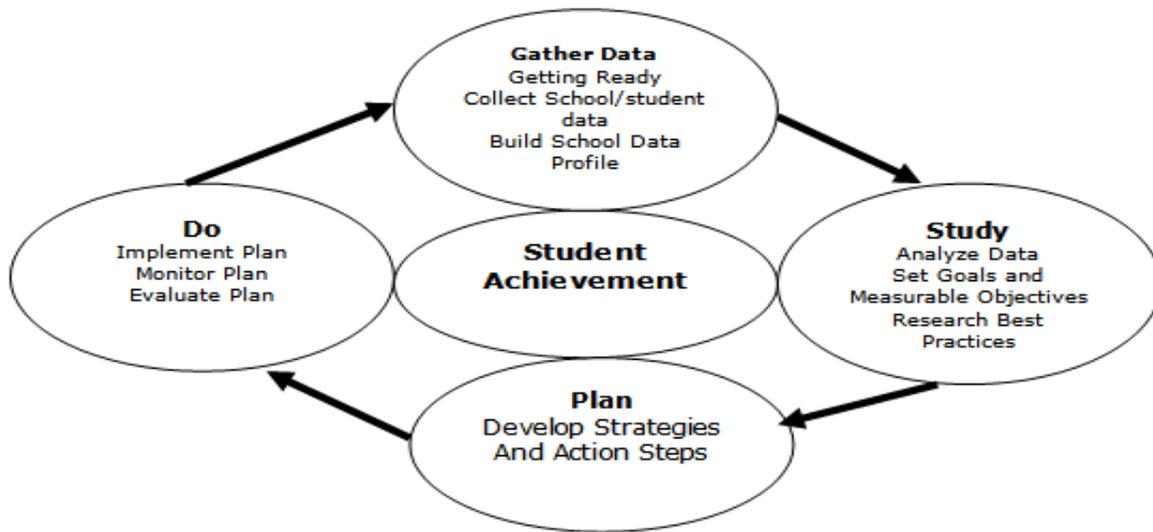




MICHIGAN
SCHOOL IMPROVEMENT
COMPREHENSIVE NEEDS ASSESSMENT
SCHOOL





While the SI Framework provides the vision for school improvement, the CNA is a tool that supports two of the four areas of the School Improvement Process: **Gather Data** and **Study**.

The following pages provide probing questions to create dialogue about student and school data. They are designed to facilitate a deeper reflection into a school's data/information and protocols of practice in order to identify areas of need.

Data/information from the CNA can be used to write a school improvement plan that includes specific student achievement goals, objectives, and strategies designed by the stakeholders. A CNA should be conducted once every three to five years, coinciding with the school improvement planning cycle, and revisited annually.

Sources of data/information that serve the process of needs identification can include: School Improvement Framework Rubric self assessment (which includes the EdYES! Performance indicators), the current school improvement plan, information contained in the School Report Card, school's annual education report, student academic and non-academic data from multiple sources--disaggregated by different subgroups.

Web sites that can assist with data collection include: www.michigan.gov/meap , www.michigan.gov/mepr , and www.michigan.gov/cepi, www.micis.org, and www.data4ss.org

Summary of Uses for the CNA

- o Guide the school's identification of additional resources (grants) to support its goals and objectives.
- o Annually evaluate progress on the 40 Education YES! Performance Indicators.
- o Periodically review and/or evaluate all 90 indicators in the School Improvement Framework.
- o Serve as the basis for all other needs assessments that may be required of the school.
- o Form the basis of the school's professional learning plan as required by PA25.

- o Identify areas of need to be included in the school's technology plan.
- o Satisfy NCA requirement for a School Profile Report.
- o Comply with federal grant requirements (including NCLB and IDEA 2004) of aligning resources with identified needs through a comprehensive needs analysis.
- o Work in partnership with the district's special education Continuous Improvement and Monitoring System (CIMS).

Electronic versions of this process are available at: www.michigan.gov/schoolimprovement

School Process Profile

This document will provide schools with a model for looking at the school's level of implementation of the School Improvement Rubrics at the Key Characteristic level. The charts and discussion questions are designed to help schools identify those characteristics that were rated as strengths and challenges. Challenges identified through this process can then be included in the school improvement plan.

School Process Profile

To Support a school's self-assessment process using the Framework and the Rubrics, the Comprehensive Needs Assessment has provided the tools necessary to create collegial dialogue around each of the Key Characteristics contained in the SI Framework Rubrics. Copies of both of these documents are available on the MDE School Improvement website:

www.mi.gov/schoolimprovement

This self assessment can also be done electronically at:

www.advanc-ed.org/mde

A set of probing questions, targeted at the Key Characteristic level of each of the benchmarks contained in the Framework, has been developed to support a deeper collegial dialogue about the level of implementation of each Key Characteristic. The questions are designed to encourage staff dialogue about the school's practices and to enable participants to:

- Describe the process/practice in place at the school that support the Key Characteristic
- Identify the data/information that is being collected to monitor the process/practice
- Draw conclusions from the data/information collected that will determine the current level of implementation for each Key Characteristic

In addition to the focus questions designed to create dialogue around each of the key characteristic, the CNA provides Standard analysis reports that will look at the school's overall self-assessment of the key characteristics contained within a Standard. A Strand Analysis report that is designed to look at the overall ratings of all key characteristics contained within the strand will follow as well.

Schools may now complete this self-assessment on line at: www.advanc-ed.org/mde

This web site will provide users with the ability to complete the Self-assessment establish their school improvement goals and create their school improvement plan using an interactive system of on-line school improvement tools.

STRAND I: TEACHING FOR LEARNING

The District holds high expectations for all students, identifies essential curricular content, and makes certain it is sequenced appropriately. Schools ensure that the aligned curriculum is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 1: CURRICULUM

Schools/districts have a cohesive plan for instruction and learning that serves as the basis for teachers' and students' active involvement in the construction and application of knowledge.

BENCHMARK A: ALIGNED, REVIEWED & MONITORED

School/district written curriculum is aligned with, and references, the appropriate learning standards (MCF, AUEN, ISTE, GLCE, HSCE, METS, etc.).

DISCUSSION QUESTIONS

1. In what ways does the district have current written curriculum documentation for the core subject areas (English Language Arts, Mathematics, Science, Social Studies, Visual, Performing, and Applied Arts)?
2. In what ways does the school have current written curriculum documentation for all additional areas taught, e.g., Career and Employability Skills, Health and Physical Education, Technology, World Languages?
3. In what ways does the school have easy access to aligned curriculum for the core subject areas?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Curriculum Document(s)</p> <p>The curriculum documents are the basic framework for instruction. They contain essential and rigorous content that guides what is taught within and across grade levels.</p> <p>They provide consistency and continuity to the curriculum and instruction practiced at the school and reflects the belief that all students should actively construct and apply knowledge.</p>	<p>➤ Written documents do not exist that align classroom instruction with the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework</p>	<p>➤ The school is in the process of completing the following tasks: the alignment of the curriculum with the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework and reference the benchmarks and content expectations for all subject areas.</p>	<p>➤ The school has created documents that illustrate the alignment of the curriculum with the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework (where appropriate) and reference the benchmarks and content expectations for all subject areas.</p> <p>➤ The curriculum documents are organized in a way that allows users to access appropriate documentation easily.</p>	<p>➤ The school has created documents in multiple formats that illustrate the alignment of the curriculum with the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework (where appropriate) and reference the benchmarks and content expectations for all subject areas identified in the framework.</p> <p>➤ The documents emphasize rigor in the curriculum while also providing adequate flexibility so that students are led to active construction and application of knowledge.</p> <p>➤ The curriculum documents are organized in a way that allows users to visualize the information within and across grade levels and content areas.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Curriculum guides:	Guides reference the Michigan Curriculum Framework and contain benchmarks and content expectations. Guides contain scope and sequence
<input type="checkbox"/> Curriculum maps:	Maps contain specific information regarding what is taught and where it is taught
<input type="checkbox"/> Pacing guides/curriculum calendars:	Guides organized with detailed information useful in daily instructional practice
<input type="checkbox"/> Curriculum committee meeting minutes:	Minutes reflect discussions regarding alignment

STRAND I: TEACHING FOR LEARNING

The District holds high expectations for all students, identifies essential curricular content, and makes certain it is sequenced appropriately. Schools ensure that the aligned curriculum is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 1: CURRICULUM

Schools/districts have a cohesive plan for instruction and learning that serves as the basis for teachers' and students' active involvement in the construction and application of knowledge.

BENCHMARK A: ALIGNED, REVIEWED & MONITORED

School/district written curriculum is aligned with, and references, the appropriate learning standards (MCF, AUEN, ISTE, GLCE, HSCE, METS, etc.).

DISCUSSION QUESTIONS

1. What data do you have that the district's local curriculum is tightly aligned with the Content Expectations (GLCE, HSCE), or Michigan Curriculum Framework (MCF) (where appropriate) in all other subject areas?
2. In what ways is staff from the school involved in this alignment process and to what extent is their involvement?
3. Based on this alignment process, which areas of the curriculum, if any, are not aligned to the MCF or Content Expectations (GLCE, HSCE)?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Standards Alignment</p> <p>The school's curriculum framework is based upon and organized around the adopted state and local curriculum documents.</p>	<ul style="list-style-type: none"> ➤ Less than half of the local curriculum includes the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework, CTE program standards or course content expectations as appropriate. ➤ The curriculum is not yet aligned to the standards. 	<ul style="list-style-type: none"> ➤ More than half of the local curriculum includes the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework. ➤ The curriculum for English Language Arts and Mathematics is aligned to the standards or course content expectations. ➤ The alignment of the core areas of Science and Social Studies are in the process of being completed. 	<ul style="list-style-type: none"> ➤ The local curriculum includes most of the Content Expectations (GLCE, HSCE), Michigan Curriculum Framework, CTE program standards, or course content expectations as appropriate. ➤ The core areas of English Language Arts, Mathematics, Science, and Social Studies are aligned to the standards. ➤ Documentation for the Visual, Performing, and Applied Arts are in the process of being aligned. 	<ul style="list-style-type: none"> ➤ All local curriculum includes 100% of the Content Expectations (GLCE, HSCE), Michigan Curriculum Framework, or course content expectations as appropriate. ➤ The school is in the process of aligning the curriculum for all additional areas taught including: Career and Employability Skills, Health Education, Physical Education, Technology, and World Languages.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

Curriculum guides:	<p>Guides reference the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework (where appropriate)</p> <p>Guides contain scope and sequence</p>
Curriculum maps:	<p>Maps contain specific information regarding what is taught and where it is taught</p>
Pacing guides:	<p>Guides organized with detailed information useful in daily instructional practice</p>

Curriculum committee meeting minutes:

Minutes reflect discussions regarding alignment

NOTES

DISCUSSION QUESTIONS

1. How do you assure the written curriculum in each content area is vertically aligned across grades?
2. How do you assure the written curriculum is horizontally aligned across content at each grade level?
3. To what extent are common curriculum units/assessments used to assure cohesion within and across grade levels and content areas?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Articulated Design The school's curriculum documents are designed in a way that ensures cohesion within and across grade levels and content areas.</p>	<p>➤ Documents do not exist that identify the core curricular expectations within grade levels or subject areas.</p>	<p>➤ Documents have been created that identify the core curricular expectations for grade levels and subject areas of English Language Arts, Mathematics, Science, and Social Studies.</p>	<p>➤ The local curriculum documents are organized to incorporate a vertical representation across the grades as well as a horizontal representation across the content areas at each grade level, in the core content areas of English Language Arts, Mathematics, Science, and Social Studies.</p> <p>➤ Common curricular units exist within each grade level and/or content area.</p>	<p>➤ In addition to the vertical and horizontal alignment of the four core content areas, the school or district is in the process of aligning additional areas taught.</p> <p>➤ Within the curriculum documents, a continuum of skills exists that builds from one content area and/or grade level to the next and essential content has been identified that eliminates gaps and overlaps.</p> <p>➤ Within each grade level and/or subject area, a set of instructional activities exist that align with the curricula.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Curriculum documents:	Vertical alignment of scope and sequence by content Horizontal alignment of grade level/course curriculum Listing of skills within content areas and across grade levels
<input type="checkbox"/> Written units and/or lesson plans:	Alignment of instructional activities within and across grade levels
<input type="checkbox"/> CTE Programs of Study:	Program of Study Documents

NOTES

DISCUSSION QUESTIONS

1. What process is in place for reviewing the curriculum and making appropriate modifications when necessary?
2. How does the school incorporate the curriculum review process into the regular school schedule?
3. How does the school assure that all stakeholders are represented in the process?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Curriculum Review</p> <p>The school community holds the belief that quality curriculum and instruction requires frequent review and revision based upon input of appropriate stakeholders within a structured process.</p>	<ul style="list-style-type: none"> ➤ There is no consistent review cycle in place at the school. 	<ul style="list-style-type: none"> ➤ Infrequent curriculum reviews occur. ➤ A limited number of teachers are involved in any curriculum review that occurs. 	<ul style="list-style-type: none"> ➤ The school participates in a review cycle that occurs within six months of any approved modification of the state standards. ➤ The review cycle requires the involvement of teachers and community members. 	<ul style="list-style-type: none"> ➤ The school participates in a review cycle that is systemic, systematic, and occurs on a regular basis or within six months of any approved modification of the state standards ➤ The curriculum review requires the involvement of all staff and is the result of a sustained school-wide dialog that includes discussions within and across grade levels and content areas and incorporates feedback from community members.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Agendas of curriculum committees, grade level committees, curriculum development cadres:	Meeting attendance by representative groups Frequency and consistency of meetings
<input type="checkbox"/> Committee membership:	Extent of representation on committees
<input type="checkbox"/> CTE Advisory Committee:	Minutes showing curriculum input-program review

DISCUSSION QUESTIONS

1. How does the school ensure that all teachers are using the general curriculum in such a way that it is assessable by all students?
2. In what ways is the curriculum design modified/differentiated to support the needs of all students?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Inclusive</p> <p>The curriculum is sufficiently flexible to allow for adaptation and modification to meet the wide range of needs and abilities of all students.</p>	<p>➤ The curriculum is common for all students.</p>	<p>➤ There are different curricula provided for students depending on their needs.</p>	<p>➤ The general education curriculum is adequately flexible to allow teachers to adapt to a range of needs of all students.</p>	<p>➤ The written curriculum includes modifications and adaptations to meet the needs of all learners.</p> <p>➤ All curriculum includes a variety of aligned teaching strategies, materials and assessments designed to meet individual needs and abilities.</p> <p>➤ Instructional activities within the curriculum documents foster meaningful application and assessment of knowledge for all students.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Curriculum documents—unit outlines and lesson plans:	Extent of differentiation and adaptation of instructional practices Variety of assessments Description of applications of knowledge and skills
<input type="checkbox"/> Individual Education Plan (IEP):	Individual Education Plan (IEP) based on student data
<input type="checkbox"/> 504 Plan:	Information contained in the plan
<input type="checkbox"/> After school/summer programs:	Curriculum documents

STRAND I: TEACHING FOR LEARNING

The school holds high expectations for all students, identifies essential curricular content, makes certain it is sequenced appropriately and is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 1: CURRICULUM

Schools/districts have a cohesive plan for instruction and learning that serves as the basis for teachers' and students' active involvement in the construction and application of knowledge.

BENCHMARK B: COMMUNICATED

School/district curriculum is provided to staff, students, and parents in a manner that they can understand.

DISCUSSION QUESTIONS

1. How do teachers know what they are expected to teach in their grade/course?
2. How do teachers know the curriculum for the grade(s)/course(s) that precede and follow their current assignment?
3. If the school does not have a plan for supporting at grade level and across grade level dialogues, explain why this is acceptable practice based on the research?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Staff</p> <p>Communication and articulation about the curriculum is a high priority for the entire staff. A dialog is promoted between and across grade levels and content areas.</p> <p>Particular emphasis is paid to the curriculum dialog of teachers from one instructional level to another.</p>	<ul style="list-style-type: none"> ➤ The curriculum documents are available to staff. ➤ Limited time has been made available for staff to discuss the documents beyond their individual classroom. 	<ul style="list-style-type: none"> ➤ Although opportunities to understand the curriculum exist, they are limited in nature and occur primarily on an individual basis at individual grade levels or programs 	<ul style="list-style-type: none"> ➤ Staff has a variety of opportunities to actively explore the curriculum and dialog with colleagues. ➤ A process is in place to share all aligned curriculum documents with all staff, and includes opportunities for questions and clarifications within and across grade levels and programs of study. 	<ul style="list-style-type: none"> ➤ In order to provide cohesion of curriculum within and across grade levels and content areas, staff members are given frequent opportunities to examine their own curricula and dialog about curriculum above and below their assigned grade level or program of study. ➤ Alignment of the standards and benchmarks includes cross-referenced models so that teachers of all subject areas and grade levels and programs of study can review the curriculum of the entire school.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Meeting agendas and minutes:	Extent of conversation centered around curriculum Agendas that promote curricular discussions within and across grade levels
<input type="checkbox"/> Written curriculum documents:	Extent to which the written curriculum cross-references grade levels and content areas
<input type="checkbox"/> Communication avenues including newsletters, on-line communication, displays:	Extent to which the content of the communications includes references and descriptions of curriculum
<input type="checkbox"/> CTE Program Standards:	Program alignment documents
<input type="checkbox"/> Career Clusters Standards:	Mastery Level Grids

DISCUSSION QUESTIONS

1. How are the content expectations communicated to students in a manner they can understand?
2. Describe how staff is held accountable for clearly communicating the expectations to students.
3. What process is in place to ensure that students understand what is expected of them on a daily basis?

SCOPE

DISCUSSION QUESTIONS

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
2. Students The school makes a concerted effort to assure that all students have a clear understanding of what they are studying and why they are studying it.	➤ Teachers provide an initial outline of a unit of study but the specific goals and objectives of the unit are not made clear to the students/caregivers.	➤ While all teachers provide students with an initial unit outline, some teachers also preview the goals and objectives of the units of study with students/caregivers.	➤ A process is in place for all teachers to preview the goals and objectives of the units of study with students/caregivers. ➤ A system is in place that provides all teachers with a developmentally-appropriate way of articulating the curriculum to their students.	➤ Teachers provide meaningful examples of real life application of the goals and objectives of each unit of study. ➤ At the beginning of a unit of study, students/caregivers are provided a clear understanding of how the goals and objectives will be assessed. ➤ Documents written in student-friendly language are translated into other primary spoken and written languages of the school and are reviewed orally.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Course descriptions:	Sophistication and clarity of language employed Description of accommodations for non-English speakers
<input type="checkbox"/> On-line communications:	Ability of students to easily access specific information related to the curriculum or courses being taken
<input type="checkbox"/> Competency profiles and syllabi:	Classroom running records
<input type="checkbox"/> IEP:	Goals and objectives
<input type="checkbox"/> EDP:	Updated EDP
<input type="checkbox"/> Documentation from Parent/Caregiver Curriculum Nights (MEAP, Reading First, Title I):	Agendas; information packets; sign-in sheets
<input type="checkbox"/> Family newsletter:	Articles focusing on curriculum

NOTES

DISCUSSION QUESTIONS

1. How are the curriculum expectations communicated to parents in a manner they can understand?
2. What supports are in place to efficiently answer questions parents might have regarding their student's curriculum?
3. What evidence do you have that parents are using their understanding of the curriculum to support their child's learning?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Parents</p> <p>Parents have a clear understanding of the curricular expectations for their child. A variety of opportunities are made available to them to obtain information about the goals and objectives of units of study and clarify any aspects of the curriculum they do not understand.</p>	<ul style="list-style-type: none"> ➤ The primary opportunity for parents to receive information about the curriculum occurs at an annual school event. Any additional opportunities to have information regarding curriculum expectations are at the initiative of the parent. 	<ul style="list-style-type: none"> ➤ Parents have access to general information regarding curriculum expectations including the goals and objectives of each unit of study through written materials provided. ➤ School procedures encourage parents to contact their child's teacher should questions or concerns arise regarding the curriculum. 	<ul style="list-style-type: none"> ➤ The school communicates to all parents, detailed information about the curriculum including goals, objectives, activities and accompanying assessments of all units of study. ➤ The school schedules periodic large group (grade level, classroom or content area) sessions at which time information regarding the curriculum is presented. Follow-up is provided for any individual questions that arise. 	<ul style="list-style-type: none"> ➤ Parents are provided detailed information regarding the goals and objectives, activities and assessment measures of each unit of study through a variety of sources. ➤ Parents are provided face-to-face individual opportunities to understand the curriculum and to clarify any aspects they do not understand. ➤ All parent information regarding the curriculum is translated into the primary languages of the school population.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> District wide/school one-way communications:	Websites, curriculum calendars, newsletters and other media Accommodations for non-English speakers
<input type="checkbox"/> Two-way parent communications:	Open House, parent activity nights and curriculum nights
<input type="checkbox"/> Curriculum documents:	Curriculum broken down into various formats and specificity based upon audience Accommodations for non-English speakers
<input type="checkbox"/> School accommodations:	Provision of transportation, telephone contacts, individual assigned to communicate with specific groups of parents
<input type="checkbox"/> IEP:	Two-way parent communication
<input type="checkbox"/> Annual Report:	District-wide and school reports
<input type="checkbox"/> Online parent access:	Blackboard, grades, attendance portals

School Process Analysis
Strand I: Teaching for Learning Standard

1: Curriculum

Benchmark A: Aligned, Reviewed & Monitored

Key Characteristics: Curriculum Documents, Standards Alignment, Articulated Design, Curriculum Review, Inclusive

Benchmark B: Communicated

Key Characteristics: Staff, Students, Parents

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 1 of Strand I of the School Improvement Framework Rubrics.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?

2. Using the following chart, what did the staff identify as areas of strength?

Curriculum	Implemented	Exemplary
Curriculum Documents		
Standards Alignment		
Articulated Design		
Curriculum Review		
Inclusive		
Staff		
Students		
Parents		

3. Using the following chart, what did the staff identify as challenges?

Curriculum	Getting Started	Partially Implemented
Curriculum Documents		
Standards Alignment		
Articulated Design		
Curriculum Review		
Inclusive		
Staff		
Students		
Parents		

STRAND I: TEACHING FOR LEARNING

The school holds high expectations for all students, identifies essential curricular content, makes certain it is sequenced appropriately and is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 2: INSTRUCTION

Intentional processes and practices are used by schools and teachers to facilitate high levels of student learning.

BENCHMARK A: PLANNING

Processes used to plan, monitor, reflect and refine instruction that supports high expectations for all students.

DISCUSSION QUESTIONS

1. How are classroom lessons aligned to the school's/district's written curriculum?
2. How is the daily/monthly/yearly structure designed to support at grade and across grade staff collaboratively planning and monitoring instructional practices for their common curriculum?
3. What process ensures that the appropriate levels of thinking are being incorporated into instructional units?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Content Appropriateness</p> <p>The content of the curriculum is directly aligned and consistent with the district's curriculum framework. Processes used to develop cohesive and essential content require articulation within and across grade levels and content areas.</p>	<p>➤ The content of the textbooks/ instructional materials employed by the school/program drive the curriculum. The school/program has not attended to the alignment of the materials in the texts to the scope and sequence of the district.</p>	<p>➤ Some staff members have taken the initiative to plan their lessons based upon the curriculum framework/content expectations.</p> <p>➤ Curriculum is being written with attention being paid to articulation within age/grade levels and content areas.</p>	<p>➤ Classroom teachers base their lessons on the district's/ programs written curriculum.</p> <p>➤ The school has structures in place for classroom teachers within and across grade levels and content areas to plan appropriate instructional practices for their common curriculum.</p>	<p>➤ Classroom instruction is consistent with the curricular scope and sequence and teachers base their content decisions on a dialog among teachers using data from the examination of student work, student and schoolwide assessments.</p> <p>➤ Standards-aligned, field-tested and published resources are adopted where appropriate.</p> <p>➤ Age/grade level curriculum and/or course of study/ content expectations are aligned and clearly documented.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Curriculum calendars/pacing guides/ lesson plans:	Alignment of instructional activities with scope and sequence
<input type="checkbox"/> Adopted texts and other resources:	Materials are aligned with standards and field-tested
<input type="checkbox"/> Meeting agendas and minutes:	Written documentation of curriculum planning within and across grade levels
<input type="checkbox"/> Written units/instructional plans:	Alignment with grade level & course content & district curriculum
<input type="checkbox"/> Observational protocols:	Consistency of use of higher order thinking skills and demonstration of high expectations for student success
<input type="checkbox"/> CTE Programs of Study:	CTE Curriculum/standards/curriculum resource guides
<input type="checkbox"/> Career Clusters:	Career Clusters Mastery Level Grids

DISCUSSION QUESTIONS

1. What strategies are staffs using to ensure that ALL students have equal access to the aligned curriculum?
2. How are staff using different strategies to individualize instruction based on student needs (both high and low)?
3. Based on student achievement data, what needs for differentiated instruction is indicated?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Developmental Appropriateness</p> <p>Instructional planning is focused upon ensuring student success. Instructional practice is designed around the needs, interests and aptitudes of the individual students. The result is a curriculum that allows students to derive meaning from all of their educational experiences.</p>	<ul style="list-style-type: none"> ➤ The delivery of instruction is driven by the need to cover the content of the entire scope and sequence of the grade level or subject. As a result, little time is devoted to considering instructional practice that is developmentally appropriate. 	<ul style="list-style-type: none"> ➤ Less than half of the adopted curriculum is developmentally appropriate with little attention being paid to age-appropriate characteristics, cultural differences, learning styles, and individual learner abilities. ➤ Fewer than half of the teachers in the school or cross-school programs are consistent in the use of developmentally-appropriate instructional practice. This includes the use of strategies such as differentiating instruction and providing active learning opportunities. 	<ul style="list-style-type: none"> ➤ The majority of the adopted curriculum is developmentally appropriate with attention being paid to cultural differences, learning styles and individual learner abilities. ➤ Over half of the teachers in the school or cross-school programs are consistent in the use of developmentally-appropriate instructional practice. This includes the use of strategies such as differentiating instruction and providing active learning opportunities. 	<ul style="list-style-type: none"> ➤ With rare exceptions, all of the adopted curriculum is developmentally appropriate with attention being paid to cultural differences, learning styles and individual learner abilities. ➤ Most teachers in the school or cross-school programs are consistent in the use of developmentally-appropriate instructional practice. This includes the use of strategies such as differentiating instruction and providing active learning opportunities.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Instructional plans/lesson plans:	Variety of instructional activities and options for individual learners; relevant activities; activities demonstrating recognition of cultural differences; cooperative group instruction
<input type="checkbox"/> Curriculum guides:	Multiple approaches to instruction; relevant curriculum
<input type="checkbox"/> Observational protocols:	Variety of instructional approaches; relevance of activities; cooperative group instruction; engagement of learners
<input type="checkbox"/> Curriculum used in after-school, summer school and support classes:	Examples of developmental appropriateness

NOTES

DISCUSSION QUESTIONS

1. Describe the structure that supports and nurtures a collaborative culture in the school and incorporates a philosophy of continuous improvement.
2. How are planned instructional processes reviewed and refined to meet the needs of all students?
3. How has the review of data been used to change instructional practice in the building?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Reflection and Refinement</p> <p>A collaborative culture that incorporates a philosophy of continuous improvement exists at the school or within a program. Staff members work as teams to gather and analyze information and make decisions regarding the modification of their instructional practice.</p>	<ul style="list-style-type: none"> ➤ The bulk of the reflection and refinement that occurs at the school is focused on the improvement of classroom and school procedures and policies. 	<ul style="list-style-type: none"> ➤ Team(s) of teachers meets together on a regular basis. Although some discussion focuses on the improvement of instruction, the majority of time is spent either on procedural or individual student issues. 	<ul style="list-style-type: none"> ➤ School improvement is based upon school-wide collaborative team(s) which meets for the purpose of gathering data, analyzing information, and making school-wide decisions regarding changes in instructional practices. ➤ Professional development decisions are based upon input from the collaborative school improvement teams. 	<ul style="list-style-type: none"> ➤ The school is organized around interdisciplinary and/or school-wide collaborative team(s) that review the effectiveness of instructional practices. ➤ A continuous improvement process is in place whereby the interdisciplinary and/ or cross-grade level collaborative teams gather data, analyze information, and make decisions to modify instructional practice including lesson plans and units. ➤ Decisions regarding modification of instruction incorporate in put from assessment data, students, parents, knowledgeable colleagues, and research. ➤ Instructional improvement and the content of professional development is aligned. Support measures have been put in place such as demonstration classrooms, peer coaching, and professional study groups.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Agendas, meeting minutes:	Record of decisions made, process leading up to the decisions, record of individuals involved in the decisions and data employed to inform the decision
<input type="checkbox"/> Committee lists:	Committee membership and meeting schedules
<input type="checkbox"/> Current and historical instructional plans:	Changes in plans over time; student assessment data; MEAP results
<input type="checkbox"/> Survey Data:	Reports of decision-making process by stakeholder group
<input type="checkbox"/> Professional development plan:	Professional development based upon instructional improvement; professional development structures employed
<input type="checkbox"/> TRAC:	CIP Self-Review
<input type="checkbox"/> Collaborative Teaching Model:	CTE/Academic Curriculum

NOTES

STRAND I: TEACHING FOR LEARNING

The school holds high expectations for all students, identifies essential curricular content, makes certain it is sequenced appropriately and is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 2: INSTRUCTION

Intentional processes and practices are used by schools and teachers to facilitate high levels of student learning.

BENCHMARK B: DELIVERY

Instructional practices are used to facilitate student learning.

DISCUSSION QUESTIONS

1. What structure is in place to provide time specifically for teachers to dialogue about instructional practices geared to meeting the needs of a diverse student population?
2. Describe the measures taken by the school to ensure that all students will have the support they need to meet the required expectations.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Delivered Curriculum</p> <p>The school or program assures that students have the supports they need to meet the required standards. Teachers provide opportunities for students to use many and varied approaches to demonstrate competency.</p> <p>The school or program continuously adapts curriculum, instruction and assessments to meet its students' diverse and changing needs.</p>	<p>➤ Current instructional practices are seen to be the best methods to deliver a large amount of content over time. In addition, the school believes that its current modes of instructional practice are best suited to the student population that it serves.</p>	<p>➤ Staff recognizes that current instructional practice is not adequately meeting the needs of the student population being served. Plans are in place to provide professional development that will address this issue.</p> <p>➤ Some staff members currently use varied instructional approaches and differentiated curriculum to meet the needs of all of their students.</p>	<p>➤ A system is in place that allows team(s) of teachers to dialog about instructional practices based upon the school's or program's curriculum framework.</p> <p>➤ In order to improve student success in meeting the standards, all teachers employ a variety of instructional strategies and/or a differentiated curriculum geared to meet the varied needs of the student population.</p>	<p>➤ A formal process is in place to monitor curriculum delivery in the classroom and occurs in an on-going, scheduled manner. This process provides data that result in modifications to the school's delivered curriculum.</p> <p>➤ Teachers agree to employ a variety of common instructional strategies, as appropriate, in all their lessons. These strategies are designed to meet the varied needs of the student population.</p> <p>➤ Evidence exists that the delivered curriculum is based upon essential content and demonstrates that new units of study build upon information taught in prior units.</p> <p>➤ The school or program provides a variety of structures to support those students who require them in order to successfully achieve the district or state standards.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Meeting agendas and minutes:	Discussions and decisions made regarding instructional strategies and curriculum
<input type="checkbox"/> Observational protocols:	Records of instructional practices across the school
<input type="checkbox"/> Curriculum and unit plans:	Documentation of connections between units
<input type="checkbox"/> School schedule/staff list:	Staffing and scheduling demonstrating support for targeted students
<input type="checkbox"/> Teacher/student artifacts:	Demonstration of differentiated lessons and assignments
<input type="checkbox"/> IEP/504:	Sample lesson plan modifications
<input type="checkbox"/> Student Assistance Team's meeting minutes:	Functional Behavior Assessment Plans; Behavior Intervention Plans

DISCUSSION QUESTIONS

1. How does all staff demonstrate high expectations for student achievement?
2. How is technology integrated into the instructional program in all classrooms to meet the needs of individual learners?
3. What process is used to monitor and evaluate the effectiveness of best practice strategies being used in all classrooms? How these data are effectively communicated to others?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Best Practice</p> <p>There is a strong belief within the school or program that all students can succeed. This is demonstrated in the expanded use at both the school or program and classroom levels of a variety of best practices designed to meet the differentiated needs of individual learners. Technology is a key component of instructional practice</p>	<p>➤ Instructional practices at the school or cross-school program emphasize the memorization of content and repeated practice of isolated skills. Learners are exposed to the same strategies regardless of their learning style or cultural background. Memorization of content and repeated practice of isolated skills is the norm.</p>	<p>➤ The instructional plans of some staff members are written to take into account the diverse needs of their students.</p> <p>➤ Individual teachers are exploring best practice and are beginning to implement new strategies in the class room.</p>	<p>➤ The majority of instructional plans have components built from insights on modern learning research, as appropriate to the student population being served. These might include activities that activate prior student understanding, teaching of metacognition, and/or those that provide opportunities for students to practice higher-level thinking using their mastery of standards-aligned content knowledge.</p> <p>➤ Technology is an important component in the differentiation of instructional practices.</p>	<p>➤ With rare exceptions, all instructional plans have components built from insights on modern learning research, as appropriate to the student population being served. These might include activities that activate prior student understanding, teaching of meta-cognition, and/or those that provide opportunities for students to practice higher-level thinking using their mastery of standards-aligned content knowledge.</p> <p>➤ Structured practices are in place for staff to research and implement best practice instructional strategies. Written documentation exists outlining the best practice strategies implemented including the effective use of technology. A system is in place to monitor and evaluate the effectiveness of best practice strategies being employed at the school or program.</p> <p>➤ Instructional practices are selected to align to the type of learning target (knowledge, reasoning, skill, performance or disposition) of the benchmark(s) and the matched assessment method(s) selected.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
Teacher surveys	Results describing the impact of best practices on enacted curriculum
Curriculum maps	Display of content standards, assessments, instructional strategies, and technology support
Classroom walk-through journals	Documentation of best practices strategies being implemented
School improvement plan / committee structures	Systems and structures for professional learning in place
Minutes/action plans	Description of professional learning community structures being implemented and actions taken
Instructional Plans	Incorporation of best practices into written plans
Technology plan on ~le at ISD and MDE	Multiple year plan, resources, and individual roles and responsibilities
Eighth grade technology literacy assessment	Student surveys, focus groups and progress reports
IEP's/504	Progress reports, annual review, Multi-disciplinary Evaluation Team (MET)
CIMS	Educational Benefit Review
EDP	Appropriate placement into CTE programs
Technology Curriculum Alignment	Alignment document produced during TRAC
Curriculum Observational Assessment Booklet	Yearly growth

NOTES

Discussion Questions

1. How are students provided regular opportunities to demonstrate their learning using authentic content and context?
2. What is done to ensure that lessons emphasizing high-level thinking are taught on a regular basis?
3. How are cross curricular integrated units of instruction used to meet the needs of all students?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Student Engagement</p> <p>Staff believes that active student engagement is a key feature of student success and there is an expectation that all teachers will design lessons and assessments that engage their students.</p>	<ul style="list-style-type: none"> ➤ Classroom instruction emphasizes primarily memorization and rote learning. ➤ Few opportunities are provided for students to apply their knowledge in a real world context. 	<ul style="list-style-type: none"> ➤ Some opportunities are provided for students to apply knowledge and skills in a real world context. ➤ When developmentally and cognitively appropriate, some lessons are taught that emphasize higher order thinking skills. 	<ul style="list-style-type: none"> ➤ Frequent opportunities are provided for students to apply knowledge in a real world context. ➤ Some cross-curricular integrated units of instruction are taught. ➤ Many lessons are taught that emphasize higher order thinking skills and some units take into account multiple aptitudes, learning styles, and intelligences. 	<ul style="list-style-type: none"> ➤ It is routine practice in all classrooms that students are provided opportunities to apply curricular concepts in a real world context. ➤ Staff members provide students with a variety of cross-curricular, integrated units of instruction. ➤ Structures are in place to insure that high level thinking skills, when developmentally and cognitively appropriate, are emphasized throughout the curriculum and instructional strategies are employed that take into account multiple aptitudes, learning styles, and intelligences. ➤ Assessments employed provide students with authentic opportunities to demonstrate their mastery of the standards.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Community surveys	Use of community resources within and outside the classroom
<input type="checkbox"/> Classroom walk-through journals	Extent to which students are engaged in learning across classrooms; teacher use of higher order thinking skills; use of relevant curriculum
<input type="checkbox"/> Assessments employed	Extent to which assessments employ application and demonstration of knowledge and skills
<input type="checkbox"/> IEP's/504	Progress, annual review and MET
<input type="checkbox"/> CIMS	Survey results

NOTES

School Process Analysis
Strand I: Teaching for Learning

Standard 2: Instruction

Benchmark A: Planning

Key Characteristics: Content Appropriateness, Developmental Appropriateness, Reflection, and Refinement

Benchmark B: Delivery

Key Characteristics: Delivered Curriculum, Best Practice, Student Engagement

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 2 of Strand I of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?

2. Using the following chart, what did the staff identify as areas of strength?

Instruction	Implemented	Exemplary
Content Appropriateness		
Developmental Appropriateness		
Reflection and Refinement		
Delivered Curriculum		
Best Practice		
Student Engagement		

3. Using the following chart, what did the staff identify as challenges?

Instruction	Getting Started	Partially Implemented
Content Appropriateness		
Developmental Appropriateness		
Reflection and Refinement		
Delivered Curriculum		
Best Practice		
Student Engagement		

STRAND I: TEACHING FOR LEARNING

The school holds high expectations for all students, identifies essential curricular content, makes certain it is sequenced appropriately and is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 3: ASSESSMENT

Schools/districts systematically gather and use multiple sources of evidence to monitor student achievement.

BENCHMARK A: ALIGNED TO CURRICULUM AND INSTRUCTION Student assessments are aligned to the school's curricula and instruction.

DISCUSSION QUESTIONS

1. What process is used to ensure that assessments being used are valid, reliable, and without bias?
2. To what extent are assessments aligned with assessment standards in the Grade Level Content Expectations (GLCE), High School Content Expectations (HSCE) or Michigan Curriculum Framework (MCF)?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Alignment/Content Validity Assessments are aligned with curriculum and instruction. They have been designed by matching the appropriate measurement method to the type of learning targets (knowledge, reasoning, skill, performance or disposition).	➤ Local assessments are designed by individuals or teams with no procedures in place to examine their alignment or content validity.	➤ Some assessments that are used at the school are designed to match the measurement method to the appropriate type of learning target. ➤ Individual teachers examine their assessments for bias.	➤ The majority of assessments that are used are designed to match the measurement method to the appropriate type of learning target. ➤ There is evidence that attention has been paid to the elimination of bias in assessments administered at the school.	➤ With rare exceptions all assessments that are used at the school are designed to match the measurement method to the appropriate type of learning target. ➤ Procedures are in place to assure that all assessments administered at the school have been critically reviewed for bias.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Formative and summative assessments	Extent of alignment with district curriculum and Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework or CTE technical standards; extent to which assessment reflects curricular content covered
<input type="checkbox"/> Committee minutes	Description of process used to adopt and analyze assessments
<input type="checkbox"/> Written curriculum	Match between assessment method and learning target
<input type="checkbox"/> Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework	Michigan Curriculum Framework assessment standards aligned with question on locally developed assessments.
<input type="checkbox"/> Licensure or Business and Industry Certificate	License or certificate-state or national
<input type="checkbox"/> IEP	Progress Reports, annual review, MET

Notes

DISCUSSION QUESTIONS

1. How does the school assure that all assessments used are valid and reliable?
2. How do different sources of information demonstrate that assessments used in your school are valid and reliable?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Consistency/ Reliability</p> <p>Procedures are employed to assure that assessments administered consistently and reliably measure common learning targets.</p>	<p>➤ Little attention has been paid to the consistency and reliability of the assessment instruments employed at the school.</p>	<p>➤ There is evidence that some attention has been paid to the consistency and reliability of assessments administered at the school.</p>	<p>➤ Procedures assure that most assessments administered to a common group of students are designed to have similar ranges of difficulty and sample the learning targets in a similar way.</p>	<p>➤ Common assessments of student learning are developed from the same set of learning targets.</p> <p>➤ Procedures assure that all assessments administered to a common group of students are designed to have similar ranges of difficulty and sample content within the learning targets in a similar way.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Formative and summative assessments	Extent to which content of assessment is in alignment with learning targets
<input type="checkbox"/> Meeting minutes	Discussions occurring and decisions made at grade level and content area meetings reflecting analysis of assessments based upon student characteristics
<input type="checkbox"/> IEP's/504	Progress Reports, annual review, MET
<input type="checkbox"/> Curriculum guide	Observational assessment

NOTES

DISCUSSION QUESTIONS

1. What type of system is in place to monitor the quality of assessments being used throughout the school, and what is done with the data collected?
2. How are assessments being used to inform classroom instruction?
3. What structure is in place to help staff monitor classroom assessments for validity and reliability and to dialogue with peers about the assessments being used and the results they are getting?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Multiple Measures</p> <p>Student assessment is viewed as an essential component in the monitoring of student achievement. Aligned standardized assessments, periodic benchmark assessments as well as a variety of culminating assessments, are incorporated into daily practice. In addition, teachers use frequent formative assessment activities to inform instruction.</p>	<p>➤ The instructional staff relies primarily on standardized assessments and end-of-semester grades/progress reports to evaluate student learning.</p>	<p>➤ The instructional staff evaluates student learning primarily through the use of summative assessments (e.g., MEAP, MI-Access, MME, ELPA, end of unit test, quarter/ semester grades).</p> <p>➤ Some formal assessments employed are aligned to the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework.</p>	<p>➤ The instructional staff evaluates and monitors student learning through the use of summative assessments (e.g., classroom-based, district, MEAP, MI-Access, MME, ELPA, end of unit test, quarter/semester grades).</p> <p>➤ The majority of formal assessments employed are aligned to the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework.</p> <p>➤ In addition to the use of multiple summative assessments, some teachers employ formative assessments (e.g., benchmark assessments, student portfolios, rubrics, teacher-designed assessments), to target areas requiring individualized instruction for students and/or small groups.</p>	<p>➤ All instructional staff consistently evaluate and monitor student learning through the systematic use of multiple types of summative assessments (e.g., classroom-based, district, MEAP, MI-Access, MME, ELPA, end of unit test, quarter/semester grades).</p> <p>➤ In addition to the use of multiple summative assessments, teachers systematically employ multiple formative assessments (e.g., benchmark assessments, student portfolios, teacher-designed assessments), to target areas requiring individualized instruction for students and/or small groups.</p> <p>➤ All formal</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Teacher and administrator surveys	Description of range and types of assessments employed in the classroom and at the school
<input type="checkbox"/> Formative and summative classroom assessments	Listing of types employed and frequency of use
<input type="checkbox"/> School Improvement Plan progress report	Description of assessments employed as well as short term and longitudinal data gathered; description of data employed in instructional decision making
<input type="checkbox"/> IEP	Progress reports, annual review, MET
<input type="checkbox"/> Curriculum guide	Observational assessments
<input type="checkbox"/> Authentic guide	Project based learning
<input type="checkbox"/> MI-Tracker, Key Train, WIN, MME Work Keys	Student Scores

STRAND I: TEACHING FOR LEARNING

The school holds high expectations for all students, identifies essential curricular content, makes certain it is sequenced appropriately and is taught effectively in the available instructional times. Assessments used are aligned to curricular content and are used to guide instructional decisions and monitor student learning.

STANDARD 3: ASSESSMENT

Schools/districts systematically gather and use multiple sources of evidence to monitor student achievement.

BENCHMARK B: DATA REPORTING AND USE

Student assessment results are communicated to, and used by, staff, students and parents to improve student achievement.

DISCUSSION QUESTIONS

1. In what ways are assessment results reported to staff, students, and parents in a timely manner and in a form they can use?
2. What opportunities are provided for parents and students to meet with staff and discuss assessment results?
3. To what extent does the reporting system specifically describe what a student knows and can do in each subject area?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Reporting</p> <p>The school believes in open communication about student achievement. Assessment results based upon the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework (where appropriate) are provided to teachers, students, and parents. The results are kept current so that staff members can use them to inform instruction and to work with students to increase proficiency.</p> <p>Parents and students have the opportunity to meet with staff for the purpose of clarifying the information and planning for the future.</p>	<p>➤ Although assessment results are available to teachers, students and parents, they require interpretation, but no systems are in place to address this need.</p>	<p>➤ Standardized assessment results are provided to all teachers, students, and parents and interpretation is provided at the request of the stakeholder.</p>	<p>➤ Assessment results are provided to all teachers, students, and parents in a language they can understand.</p> <p>➤ Some opportunities are provided for parents and students to meet with staff and discuss assessment results.</p> <p>➤ A reporting system is in place that describes specific student achievement of the tested benchmarks as well as the knowledge and skills in each subject area (e.g., report card).</p>	<p>➤ Updated and easily interpreted results of a wide range of student assessments are provided to all teachers, students, and parents in a timely fashion on a regular basis.</p> <p>➤ Instructional staff meets with parents and students on a regular basis to discuss assessment information and develop strategies to improve student achievement.</p> <p>➤ A reporting system is in place that describes specific student achievement of the tested benchmarks as well as the knowledge and skills in each subject area.</p> <p>➤ The reporting system is organized in a manner that allows staff to dialog about the data to revise instruction and provide other intervention for students.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Report cards and student progress reports	Extent to which student achievement of listed Content Expectations (GLCE, HSCCE) or Michigan Curriculum Framework (where appropriate) is documented
<input type="checkbox"/> Parent/teacher conference records	Description of types and extent of communication regarding student progress
<input type="checkbox"/> School progress reporting system	Variety of resources employed to communicate progress to parents and students
<input type="checkbox"/> Portfolios, learning logs	Analysis based upon standards and benchmarks
<input type="checkbox"/> IEP	Progress reports, annual review, MET
<input type="checkbox"/> Curriculum guide	Observational assessment booklet
<input type="checkbox"/> Teacher/parent information exchange	Daily parent/teacher notebooks, on-line grade posting
<input type="checkbox"/> MEAP, MI-Access	School, classroom or individual reports
<input type="checkbox"/> Lesson Plans	Documentation of discussion of assessment results

NOTES

DISCUSSION QUESTIONS

1. How are data used to determine/improve curriculum and instruction at the building and classroom level?
2. How are data used to determine/improve student learning?
3. What systems are in place to help the school/staff efficiently and effectively organize and analyze data?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Informs Curriculum and Instruction</p> <p>Data is regarded as an essential tool in the analysis and improvement of curriculum and instruction.</p> <p>Individual teachers, as well as teacher teams, continually assess their curricula and instructional practices and set goals that focus on revisions to school processes, curriculum, and instruction.</p>	<ul style="list-style-type: none"> ➤ Any data gathered is used by individual teachers for the purpose of improvement in curriculum and instruction at the classroom level. 	<ul style="list-style-type: none"> ➤ One basic source of data is relied on to improve curriculum and instruction. ➤ Data review and revisions in curriculum and instruction occur on an annual basis. 	<ul style="list-style-type: none"> ➤ Improvement in curriculum and instruction occurs on an annual basis and is organized around school improvement committees. ➤ More than one source of data is used when determining modifications to curriculum and instruction. 	<ul style="list-style-type: none"> ➤ Improvement in curriculum and instruction is data-driven, on-going, systematic and collaborative. ➤ Individual teachers and teacher teams continuously assess and modify curriculum and instruction through the use of multiple sources of data.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School improvement plan	Connection between instructional decisions and data
<input type="checkbox"/> Grade level / departmental meeting minutes	Description of use of data to inform student progress; description of use of data to drive instructional decisions
<input type="checkbox"/> Teacher records	Description of use of data to target instructional strategies to individual students or small instructional groups
<input type="checkbox"/> IEP	Progress reports, annual review, MET
<input type="checkbox"/> CTE Core Performance Indicators	Local and state data on core performance indicators
<input type="checkbox"/> Curriculum meetings	Meeting minutes, agendas and annual report

NOTES

DISCUSSION QUESTIONS

1. In what ways are assessment results used to identify those students not succeeding?
2. In what ways are assessment results used to determine appropriate interventions?
3. In what ways are the interventions being monitored and adjusted?
4. How do students use data and related staff feedback to monitor and improve their own performance?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Meets Student Needs</p> <p>All stakeholders are committed to the belief that all student learners will be successful. In order to achieve this goal, students play a major role in monitoring and improving their own performance.</p> <p>Student achievement is truly a joint venture among student, teacher, and parent. In order to assure success of all students, a school-wide or cross-program system is in place that monitors the progress of any student not succeeding and provides data to all stakeholders to inform them about resulting interventions.</p>	<ul style="list-style-type: none"> ➤ Student assessment results are communicated to the individual classroom teacher. The primary focus of the classroom teacher is in preparing students to succeed in a variety of assessments. 	<ul style="list-style-type: none"> ➤ Structures are in place to utilize the results of assessments to respond to individual student needs. This system relies primarily upon specialists/therapists to provide the interventions for students. There is limited coordination between the specialist and classroom teacher. ➤ Some teachers employ formative assessment practices during the course of a lesson or unit. 	<ul style="list-style-type: none"> ➤ A process is in place for teams to review individual student data to identify needs and design interventions. This data is shared with the student and parent on a regular basis and improvement goals are the outcome. ➤ Teachers work closely with other support staff to monitor student progress. Those students not demonstrating adequate progress are provided additional resources and opportunities to be successful. ➤ All teachers periodically conduct formative assessments during the course of a lesson or unit to enhance instruction and to provide themselves and their student's concrete information on how to improve individual student performance. ➤ Student self-assessment, when developmentally and cognitively appropriate is one component of the school's assessment system. 	<ul style="list-style-type: none"> ➤ Analyses of student performance on district/building assessments are systemically and routinely used by teacher teams to identify and provide interventions for students who are not mastering benchmarks. ➤ It is routine practice to reassess students who have previously not mastered classroom, building, or district assessments. ➤ A system is in place to communicate to students and parents in a timely fashion and in language they can understand, the results of the student's performance on classroom, building and district assessments. Information is provided on how these results are related to the student's achievement of the benchmarks and learning targets of the curriculum. ➤ All teachers frequently conduct formative assessments during the course of a lesson or unit to enhance instruction and to provide themselves and their student's concrete information on how to improve individual student performance. ➤ Student self-assessment is a key component of the school's assessment system.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Committee meeting minutes	Description of use of data to target instruction to students not meeting standards/expectations
<input type="checkbox"/> School policies and procedures manual	Description of policies in place to address students who have not met standards/ expectations
<input type="checkbox"/> Walk-through journals	Evidence of differentiation of instruction for students requiring additional assistance to meet standards/expectations
<input type="checkbox"/> Student historical records	Analysis of records indicating reassessment data and practices
<input type="checkbox"/> Parent communication documentation	Description of means used to communicate to parents information on progress of students not meeting standards/expectations
<input type="checkbox"/> EDP	Updated EDP indicates proper documentation of placement
<input type="checkbox"/> IEP	Progress reports, annual review, MET

NOTES

School Process Analysis

Strand I: Teaching for Learning

Standard 3: Assessment

Benchmark A: Aligned to Curriculum and Instruction

Key Characteristics: Alignment/Content Validity, Consistency/Reliability, Multiple Measures

Benchmark B: Data Reporting and Use

Key Characteristics: Reporting, Informs Curriculum and Instruction, Meets Student Needs

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 3 of Strand I of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Assessment	Implemented	Exemplary
Alignment/Content Validity		
Consistency/Reliability		
Multiple Measures		
Reporting		
Informs Curriculum and Instruction		
Meets Student Needs		

3. Using the following chart, what did the staff identify as challenges?

Assessment	Getting Started	Partially Implemented
Alignment/Content Validity		
Consistency/Reliability		
Multiple Measures		
Reporting		
Informs Curriculum and Instruction		
Meets Student Needs		

School Process Analysis

Strand Analysis Report and practice challenges the school identified during the self-assessment process of all of the Key Characteristics within Strand I of the School Improvement Framework Rubrics, and identify which of the student achievement goals, identified in Part 1 of the CNA, they can be aligned with as support.

Focus Question: What in our systems and practices may be impacting our student achievement?

Use the chart below to identify challenges in the school system practices, the content areas they impact and to identify which areas you want to include in your school improvement plan.

Strand I: Teaching for Learning

Key Characteristic Challenges

Include in Plan	Alignment with Student Goals					Standard 1: Curriculum	Getting Started	Partially Implemented
	ELA	M	S	SS	O *			
						Curriculum Documents		
						Standards Alignment		
						Articulated Design		
						Curriculum Review		
						Inclusive		
						Staff		
						Students		
						Parents		
						Standard 2: Instruction		
						Content Appropriateness		
						Developmental Appropriateness		
						Reflection and Refinement		
						Delivered Curriculum		
						Best Practice		
						Student Engagement		
						Standard 3: Assessment		
						Alignment/Content Validity		
						Consistency/Reliability		
						Multiple Measures		
						Reporting		
						Informs Curriculum and Instruction		
						Meets Student Needs		

- Other Content Areas within the Michigan Curriculum Framework

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful and positive effect on student learning.

STANDARD 1: INSTRUCTIONAL LEADERSHIP

School leaders create and sustain a context for learning that puts students' learning first.

BENCHMARK A: EDUCATIONAL PROGRAM

SCHOOL LEADERS ARE KNOWLEDGEABLE ABOUT THE SCHOOL'S EDUCATIONAL PROGRAMS AND ACT ON THIS KNOWLEDGE.

DISCUSSION QUESTIONS

1. List ways school leaders have enhanced their knowledge about teaching and learning, and fostering change in the school.
2. How do school leaders share their skills and knowledge about curriculum, instruction, and assessment with staff? List examples.
3. What changes have occurred in your school's educational programs as a result of these activities?

SCOPE OF PRACTICE

CHARACTERISTIC/KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Knowledge of Curriculum, Instruction and Assessment</p> <p>School leaders have extensive knowledge of curriculum, instruction and assessment. They share this knowledge with their colleagues and promote professional development that is consistent with current best practice theory. They develop systems and promote strategies that contribute to the collective improvement of student achievement.</p>	<p>School leaders focus the majority of their attention on management. They rely on the other staff to provide the expertise regarding the improvement of teaching and learning.</p>	<p>Although they are active participants on school improvement teams, school leaders have limited knowledge of curriculum, instruction, or assessment. They rely primarily on others for expertise.</p> <p>School leaders are working to improve their knowledge of curriculum, instruction, and assessment through participation in professional development.</p>	<p>School leaders are actively involved in providing information in current research to inform decisions regarding curriculum, instruction, and/or assessment within the school building.</p> <p>School leaders demonstrate their knowledge of curriculum, instruction, and assessment by providing other staff with research, material resources, and appropriate professional development activities based upon the school's improvement goals.</p> <p>School leaders stay current on the research on best practice strategies through participation in professional development activities.</p>	<p>Through their expertise, school leaders provide information on current research to inform decisions regarding curriculum, instruction, and/or assessment within the school building and at the district level.</p> <p>Based upon their expertise of curriculum, instruction, and assessment, school leaders create systems and organizational frameworks that support school improvement efforts.</p> <p>School leaders demonstrate their knowledge of curriculum, instruction, and assessment by promoting best practice strategies in the educational setting and through their everyday activities.</p> <p>School leaders maintain a consistent focus on the latest research in best practice in curriculum and instruction and are frequently in charge of new professional development initiatives in these areas for the entire school.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Resumes	Workshops attended; participation in study groups; presentations made
<input type="checkbox"/> Committee minutes	School leaders' suggested readings
<input type="checkbox"/> Certification requirements	Coursework, conference & workshop attendance
<input type="checkbox"/> Content Expectations document	Modifications to the curriculum
<input type="checkbox"/> Professional Development records	REP Report
<input type="checkbox"/> Advisory Committee input	Minutes
	Attitudes regarding school leaders

NOTES

DISCUSSION QUESTIONS

1. Describe the training that school leaders have had regarding the compilation and interpretation of multiple sources of data.
2. In what ways do school leaders demonstrate both their understanding and use of multiple types and sources of data in support of student learning?
3. Identify the multiple types of data reviewed at these meetings.
4. Describe the “ah-ha/s” and the subsequent related actions that were taken by the school to monitor and adjust instruction as a result of the new information.

SCOPE OF PRACTICE

CHARACTERISTIC/KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Knowledge and Use of Data</p> <ul style="list-style-type: none"> ➤ School leaders have a clear understanding of the importance of data to school improvement. They maintain the level of expertise necessary to analyze and interpret the multiple sources of data that inform the school improvement process. 	<ul style="list-style-type: none"> ➤ School leaders provide limited types and sources of data to the staff. Assessment results received by the leaders are passed directly on to teachers without additional interpretation. 	<ul style="list-style-type: none"> ➤ School leaders provide several types and sources of data to staff. They arrange for others to assist in the data interpretation. ➤ School leaders participate in the teams that interpret the data. 	<ul style="list-style-type: none"> ➤ School leaders are able to guide the school in the selection of multiple types and sources of data to inform school improvement. ➤ School leaders are able to interpret all data required at the district and state levels and provide the staff with adequate information so they can use the data to make decisions. ➤ School leaders periodically provide training to help the school staff maintain a focus on the interpretation and use of data for continuous improvement. 	<ul style="list-style-type: none"> ➤ School leaders collaborate with staff and share their expertise in the selection of a wide range of types and sources of data to inform school improvement. ➤ School leaders are seen as experts in the interpretation of all data required at the district and state levels and lead the staff through a process that facilitates their understanding of this data. ➤ School leaders continually provide updated training that assures maintenance of a sustained focus on the interpretation and use of data for continuous improvement.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Workshop attendance, study group participation records	Content includes use of data and/or data sources with building/district data beyond standardized reporting services
<input type="checkbox"/> Committee minutes	Role of leaders in data use and interpretation
<input type="checkbox"/> Professional development plan	Use of data for continuous improvement
<input type="checkbox"/> Board adopted curriculum	Curriculum-based assessment

NOTES

DISCUSSION QUESTIONS

1. How is the school staff's technology needs communicated to the personnel responsible for creating the District Technology Plan?
2. Identify what changes in the use of technology to support instruction have occurred as a result of the adopted District Technology Plan.
3. Describe the process used by the school to evaluate the effects of technology professional development on classroom instruction.
4. List/discuss examples of how technology is used to support curriculum, instruction, and assessment in the school.

SCOPE OF PRACTICE

CHARACTERISTIC/KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Technology</p> <ul style="list-style-type: none"> ➤ School leaders recognize that technology is essential to the school's success. They seek the necessary resources to support the integration and effective use of technology in all aspects of curriculum, instruction and assessment. 	<ul style="list-style-type: none"> ➤ Technology is available at the school level but the school leaders have a limited role in promoting and coordinating its use. They rely on others to provide the expertise required to expand its use and plan for the future. 	<ul style="list-style-type: none"> ➤ School leaders' efforts focus on providing resources for teachers in their use of current technology for curriculum and instruction. 	<ul style="list-style-type: none"> ➤ School leaders provide technology and related resources to instructional staff to support curriculum, instruction, and assessment. ➤ School leaders provide updated professional development training focused on technology use. ➤ School leaders seek alternative sources of funding to update the school's technology resources. 	<ul style="list-style-type: none"> ➤ School leaders focus school-wide attention on the use of technology to support increasing student achievement. ➤ School leaders support the coordination and integration of technology and related resources in all aspects of curriculum, instruction, and assessment. ➤ School leaders provide on-going professional development training for the staff in the innovative application of technology. ➤ School leaders acknowledge that technology resources are constantly changing and they are continually seeking new sources of funding to assure that the school maintains the latest technology resources.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Lesson plans	Application of technology
<input type="checkbox"/> Professional development plans	Extent of link between technology and instruction
<input type="checkbox"/> School budget; invoices, purchase orders	Description of technology resources
<input type="checkbox"/> CIP Self-Review	CIP Self-Review documentation of technology and equipment
<input type="checkbox"/> IEP	Evidence of technology

DISCUSSION QUESTIONS

1. List the different types of developmentally appropriate practices implemented on a school-wide basis in the past few years.
2. How have student developmental stages and adolescent learning theory impacted decisions about curriculum, instruction, and assessment?
3. How does the school support classroom teacher's use of differentiated instruction?

SCOPE OF PRACTICE

CHARACTERISTIC/KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Knowledge of Student Development and Learning The school leaders maintain the focus on application of learning theory in the classroom. Leaders have set an expectation that knowledge of how students learn and the impact of developmental stages on instructional strategies are essential factors in decisions related to curriculum planning, delivery, and assessment.</p>	<p>➤ In order to cover the curriculum expectations, school leaders condone the extensive use of teacher-directed instruction. The emphasis is on coverage of material rather than developmentally appropriate practice.</p>	<p>➤ School leaders have an understanding of developmentally appropriate practice, yet they lack the depth of understanding to assist their staff in implementing this practice on a daily basis.</p> <p>➤ School leaders are in the process of increasing their knowledge of developmentally-appropriate instructional practices.</p>	<p>➤ School leaders encourage their staff to apply student-centered instructional practices in the classroom by providing meaningful and relevant activities;</p> <ul style="list-style-type: none"> • demonstrating high expectations for all students; • differentiating instruction; • conducting authentic assessments; and • Displaying cultural sensitivity. <p>➤ School leaders take into account developmental appropriateness as they make decisions about discretionary policies and procedures as well as all-school events.</p>	<p>➤ School leaders assure that staff apply student-centered instruction in a variety of ways in the classroom including:</p> <ul style="list-style-type: none"> • providing meaningful and relevant activities; • demonstrating high expectations for all students; • differentiating instruction; • conducting authentic assessments; and • Displaying cultural sensitivity. <p>➤ School leaders assure that discretionary policies and procedures as well as all-school events are designed in a developmentally-appropriate fashion.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Instructional materials	Suitability to student developmental level
<input type="checkbox"/> Daily schedule	Designed based upon research
<input type="checkbox"/> Observational protocols	Extent to which instructional activities are student-centered, meaningful, differentiated and culturally sensitive; evidence of active learning including cooperative learning strategies.
<input type="checkbox"/> Assessments	Extent to which assessments are relevant, authentic and culturally sensitive
<input type="checkbox"/> Professional development	Documentation of Professional development
<input type="checkbox"/> IEP	Goals and objectives

NOTES

DISCUSSION QUESTIONS

1. Describe the process used to establish collaborative learning communities within your school.
2. List ways professional learning activities have been incorporated into your school's daily practices.
3. What data/information do you collect to monitor and adjust the effective of these activities?
4. How often does the principal participate in these activities?

SCOPE OF PRACTICE

CHARACTERISTIC/KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Knowledge of Adult Learning</p> <p>School leaders have a strong belief in the value of developing and sustaining professional learning communities. The enhancements of professional knowledge and growth is supported as well as modeled by the leaders themselves.</p>	<p><input type="checkbox"/> School leadership provides common learning experiences for all adults within the school with little input from those involved. There are limited opportunities for dialog and no organized structures as in place to assist staff members to practice the learning.</p>	<p><input type="checkbox"/> School Leaders provide a variety of adult learning topics and support for follow through of the professional development experiences. Application of the concepts covered is dependent on individual initiative.</p>	<p><input type="checkbox"/> School Leaders demonstrate their understanding that adults learn best when given the opportunity to direct their own learning, through the provision of professional development initiatives that are varied and provide the opportunity for incorporation of the content into daily practice.</p> <p><input type="checkbox"/> School leaders acknowledge that adults learn best when given the opportunity to apply and dialogue about their professional development opportunities. Therefore, school leaders make a concerted effort to set aside time for collaborative teams to meet in order to dialog about and share experiences related to professional development.</p>	<p><input type="checkbox"/> School leaders have provided a variety of structures from which staff can choose when participating in the school's professional development program.</p> <p><input type="checkbox"/> School leaders have designed structures to assure the successful transfer of learning into practice including opportunities to receive feedback on teaching strategies, observe exemplary practices and reflect on practice.</p> <p><input type="checkbox"/> School leaders have instituted professional learning communities throughout the school and have provided common time for the teams to meet.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Professional development plans and activities	Extent to which plans and activities are staff-driven and based upon adult learning needs; variety of activities and structures provided.
<input type="checkbox"/> School Schedule	Use and structure of non-instructional time
<input type="checkbox"/> Teacher evaluations	Evidence of transfer of learning into practice and teacher input.
<input type="checkbox"/> Staff Survey	Data on professional development
<input type="checkbox"/> Teacher Mentor	Feedback from observations

NOTES

DISCUSSION QUESTIONS

1. Describe the practice/s in place within the school to promote internal leadership.
2. Identify the criteria school staff uses to evaluate the success of the aforementioned practices.
3. In what ways do school leaders create stakeholder awareness and involvement in the change process within the school?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>6. Change Agent</p> <p>School leaders accept change as a normal and positive process that leads to continuous improvement. They are able to focus the stakeholders on various strategies to reach the school's improvement vision.</p>	<p><input type="checkbox"/> The primary role of the school leader is seen as management and to make sure that the directives from superiors are acted upon.</p>	<p><input type="checkbox"/> The school leaders recognize the importance of their role in promoting change, yet their actions are primarily focused on the delegation of responsibilities to implement any change.</p>	<p><input type="checkbox"/> The school leaders communicate a vision for the future direction of the school to multiple stakeholders and facilitate a dialog around the change.</p> <p><input type="checkbox"/> There is a conscious effort to foster internal leadership within the school community.</p>	<p><input type="checkbox"/> There is a collective responsibility among the entire school staff for the success of all students.</p> <p><input type="checkbox"/> In order to accomplish the school improvement goals, the school leaders foster a spirit of collaboration, inquiry, willingness to innovate and reflective practice. The leaders solicit and value the opinions and ideas of staff, students, parents, business, industry, and the community.</p> <p><input type="checkbox"/> When a new program is introduced, the staff is supported by the school leadership throughout the stages of implementation.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Professional development plans and activities	Inservice on change theory
<input type="checkbox"/> Rubrics	Movement along a continuum of change
<input type="checkbox"/> Surveys	Attitudes of stakeholders toward change and school improvement; extent to which stakeholders report a feeling of efficacy in decision-making
<input type="checkbox"/> Core Performance Indicators	Local and state data documentation
<input type="checkbox"/> New CTE Program Process	Attendance at technical assistance workshops, state sponsored events

NOTES

DISCUSSION QUESTIONS

1. Describe how decisions are made regarding curriculum, instruction, and assessment in the school and who is involved in these decision-making activities.
2. List the different types of data sources that are used for these decisions and how each are used.
3. How does all staff have an opportunity to be regularly involved in the decisions made using these data?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>7. Focus on Student Results</p> <p>School leaders base all school improvement decisions on data. School leaders provide a wide range of types and sources of data on which staff base their decisions regarding the effectiveness of curriculum and instruction and assessment practices.</p>	<input type="checkbox"/> Staff members either individually or in small groups are responsible for interpreting and acting on data.	<input type="checkbox"/> School leaders stress the importance of student achievement data to guide school improvement.	<input type="checkbox"/> School leaders provide a data-based decision-making structure to focus on student achievement. <input type="checkbox"/> School leaders consider data from multiple sources when guiding school improvement.	<input type="checkbox"/> School leaders assure that decisions regarding changes in curriculum and instruction are based on data. <input type="checkbox"/> School leaders structure decision-making so the decisions regarding curriculum, instruction, and assessment demonstrate a positive impact on student growth and achievement. <input type="checkbox"/> School leaders focus the school staff on the interpretation of multiple measures of disaggregated data to drive school improvement.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Meeting agendas and minutes	Use of student data in meetings; extent to which instructional and curricular decisions are data-based
<input type="checkbox"/> School schedule and calendar	Extent to which schedule and calendar is based upon analysis of data
<input type="checkbox"/> Student schedules	Flexibility based upon student data-based needs
<input type="checkbox"/> School's annual report	Examples of a variety and types of data describing student results
<input type="checkbox"/> School improvement plan	Data disaggregated to demonstrate and explain student progress
<input type="checkbox"/> IEP's	Progress reports on objectives
<input type="checkbox"/> Curriculum-based assessment	Teacher observation results of student's functional performance
<input type="checkbox"/> Core Performance Indicators	CPI Reports
<input type="checkbox"/> Program outcomes	Exit testing performance standards
<input type="checkbox"/> Professional Development Minutes/Agenda	Focus on data and analysis of results

NOTES

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful, and positive effect on student learning.

STANDARD 1: INSTRUCTIONAL LEADERSHIP

School leaders create and sustain a context for learning that puts students' learning first.

BENCHMARK B: INSTRUCTIONAL SUPPORT

School leaders set high expectations, communicate, monitor, support, and make adjustments to enhance instruction.

DISCUSSION QUESTIONS

1. Describe the process the school leaders have established to monitor school climate, classroom instruction, and provide feedback to classroom teachers regarding these monitoring activities.
2. What data/information is collected to monitor instructional practices?
3. How often have individual classrooms been visited for the purpose of providing teachers with feedback about the visit?
4. How has the information collected on these visits affected decision-making within the school?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Monitoring</p> <p>School leaders have a visible presence throughout the school. They have a well-established system for monitoring instruction, guiding school improvement, and assessing school climate.</p>	<input type="checkbox"/> School leaders regard their role to be primarily one of teacher supervision. They visit classrooms periodically or as needed.	<input type="checkbox"/> School administrators make structured classroom visits based upon the requirements of the district, the teacher contract, and other visits, as necessary. <input type="checkbox"/> School leaders participate on school committees.	<input type="checkbox"/> School leaders are frequently in the classrooms and hallways, monitoring behavior and instruction, and interacting with the staff and students. <input type="checkbox"/> School leaders are active participants on school committees. In addition, they provide these committees with information gathered during their monitoring efforts of the entire school program.	<input type="checkbox"/> School leaders have developed a plan to ensure that they have a visible presence throughout the entire school including the hallways and classrooms, labs, and other activity areas. <input type="checkbox"/> School leaders provide meaningful and frequent feedback to staff and students, and school committees regarding data gathered from their monitoring efforts. <input type="checkbox"/> School leaders model in their own monitoring behavior, the high expectations they have for staff and students.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Administrative classroom observation logs	Records of observations and description of actions taken as a result of observations
<input type="checkbox"/> School policies and procedures	Documentation of collection of lesson plans and grade books
<input type="checkbox"/> Meeting minutes	Extent to which school leaders initiate and participate in a discussion of student progress and grade reports
<input type="checkbox"/> Surveys	Stakeholders' opinions regarding extent to which school leaders hold high expectations for all; extent to which school leaders are reported to provide meaningful and frequent feedback
<input type="checkbox"/> TRAC	CIP self-review summary

NOTES

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DISCUSSION QUESTIONS

1. Describe how staff is made aware of best practices for teaching and learning.
2. Identify the best-practice strategies adopted by staff in the past few years.
3. Describe the processes or procedures school leaders use to support staff efforts to implement best-practice strategies.
4. How is the use of best practices modeled and supported within the school?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Coaching & Facilitating</p> <p>School leaders model the behaviors and strategies that reflect best practices in teaching and learning. They organize their school around professional learning communities and serve as facilitators within these communities. They serve as skilled coaches to staff members requiring additional assistance in implementing best practices.</p>	<input type="checkbox"/> School leaders rely on the skills of individual teachers to implement best practice strategies. Their primary facilitation role occurs in leading staff meetings.	<input type="checkbox"/> School leaders facilitate the coordination of the school improvement teams through periodic meetings with team leaders. <input type="checkbox"/> School leaders encourage their staff members to form professional learning communities but the leaders do not serve in an active capacity within these communities.	<input type="checkbox"/> School leaders provide a variety of resources to facilitate the successful implementation of best practice strategies. <input type="checkbox"/> School leaders coach teachers who are implementing best practices through observation of and subsequent discussion about these practices. <input type="checkbox"/> School leaders design their school around professional learning communities and actively participate in these communities.	<input type="checkbox"/> School leaders assure that all staff is kept up to date on current theory of best instructional practice. <input type="checkbox"/> School leaders differentiate their interactions with staff based upon the needs of the individual staff members. <input type="checkbox"/> School leaders provide staff with frequent opportunities to reflect on best practice in professional learning communities. The leaders serve as coaches and mentors within these communities. <input type="checkbox"/> School leaders provide frequent opportunities for staff members exhibiting exemplary practices to serve as models and peer leaders.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Meeting minutes/logs	Extent to which best practices are discussed and implemented
<input type="checkbox"/> NCA/School Improvement plans	Provision of best-practice strategies
<input type="checkbox"/> Observational protocols	Extent to which staff members serve as models and peer leaders
<input type="checkbox"/> Surveys	Staff perceptions regarding school leaders as coaches and mentors; extent to which school leaders are seen as continually focusing the school on best practices

NOTES

DISCUSSION QUESTIONS

1. In what ways does the current teacher evaluation process incorporate components of effective teaching for learning strategies?
2. Describe the process school leaders use to monitor implementation of learning practices and strategies.
3. Describe how school staff assess the changes in student achievement that were planned to occur when new practices or strategies were adopted.
4. In what ways does this process support individual staff members' ability to increase their use of effective teaching practices?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Evaluation</p> <p>School administrators design an evaluation system that is considered to be an extension and enhancement of an individual's plan for professional improvement. They work directly with each staff member to assure that the plan incorporates goals toward increased effectiveness in teaching for learning.</p>	<input type="checkbox"/> School administrators follow the required evaluation guidelines within their district.	<input type="checkbox"/> School administrators employ evaluation as a tool for supervision with an emphasis on the improvement of teaching and learning.	<input type="checkbox"/> Evaluation is an on-going process and includes the setting of individual improvement goals and objectives and incorporates strategies to meet them. An integral part of the evaluation is a plan of action with a timeline and mutual expectations. <input type="checkbox"/> School administrators provide staff with periodic feedback on progress toward meeting the goals listed in the professional development plan.	<input type="checkbox"/> School administrators collaborate with all staff members individually in order to develop a plan for professional improvement focused on effective teaching for learning. <input type="checkbox"/> School administrators provide staff with frequent feedback on progress toward meeting the goals listed in the professional development plan. <input type="checkbox"/> School administrators provide a variety of opportunities for teachers to participate in activities that are job-embedded (i.e. action research, peer coaching) and contribute to their goals for professional improvement.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Staff evaluation form	Reflects best practice strategies
<input type="checkbox"/> Meeting minutes/administrative logs	Conversations centering on effective instructional practices
<input type="checkbox"/> Professional development plans and activities	Job-embedded professional development; evidence of individualized professional development goals

NOTES

Discussion Questions

1. Give examples of how school leaders communicate to all stakeholder groups, their vision for the school and how they demonstrate their high expectations for all students.
2. What data/information do you collect/monitor to assess stakeholder expectations for all students?
3. How do school stakeholders groups demonstrate their high expectations for all students?

SCOPE OF PRACTICE				
CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Clear Expectations</p> <p>School leaders are able to clearly and consistently communicate and articulate the high expectations for instruction and student success to all with whom they come in contact. The result of this effort is demonstrated in its shared belief by all stakeholder groups.</p>	<p><input type="checkbox"/> School leaders are able to clearly and consistently communicate and articulate the high expectations for instruction and student success to all with whom they come in contact. The result of this effort is demonstrated in its shared belief by all stakeholder groups.</p>	<p><input type="checkbox"/> School leaders agree to deliver a common message about teaching and learning in all of their school meetings and community events.</p> <p><input type="checkbox"/> School leaders rely on all school events such as open house or student orientation to pass along information regarding school policies and procedures.</p>	<p><input type="checkbox"/> School leaders extend on the message of high expectations for learning by actively participating with the staff in an ongoing school-wide dialog about the instructional goals.</p> <p><input type="checkbox"/> School leaders communicate periodically with staff, students, parents and the community so that school policies and procedures are clearly understood.</p> <p><input type="checkbox"/> School leaders frequently state that they have high expectations for staff and students.</p>	<p><input type="checkbox"/> School leaders are clear and consistent with the message that efforts at the school are to focus on student learning and they expect that all instructional decisions made support the goals of the school improvement plan.</p> <p><input type="checkbox"/> School leaders communicate frequently, orally and in writing with staff, students, parents, business, industry, and the community in order to assure that school policies and procedures are clearly understood.</p> <p><input type="checkbox"/> School leaders consistently demonstrate that they have high expectations for staff and students.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Meeting minutes	Written list of expectations for teaching
<input type="checkbox"/> Parent communications; other written communications	Evidence of high expectations for students and staff; clear statement of policies and procedures
<input type="checkbox"/> Mission statement	Evidence of high expectations
<input type="checkbox"/> Survey	Extent to which school leaders are perceived as consistently and fairly applying school rules
<input type="checkbox"/> Advisory Committee meetings	Minutes of meeting/CIP Self-Review Sign-Off
<input type="checkbox"/> Superintendent/principal/counselor meetings	Minutes of meeting

NOTES

DISCUSSION QUESTIONS

1. Describe how the school day is structured to provide opportunities for school staff to collaborate by content or grade level - every day or if not, weekly.
2. What List the venues that provide the staff opportunities for meaningful dialogue regarding professional development attended, data analysis, and instructional decision-making.
3. How What changes in the teaching and learning processes or procedures have resulted from the dialogue exchange?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Collaboration and Communication</p> <p>School leaders promote and facilitate critical and interactive dialog that refines the school's mission and goals for continuous improvement.</p>	<input type="checkbox"/> School leaders encourage the meeting of grade level and content area teams. Teachers within the grade level and/or content area discuss teaching and learning when it is a required part of the meeting agenda or when an issue has been identified and needs resolution.	<input type="checkbox"/> School leaders provide time for teams to meet collaboratively and these teams meet at least monthly. <input type="checkbox"/> Teams are encouraged to engage in dialogue around data analysis and instruction.	<input type="checkbox"/> The school is structured around collaborative teams. Each team is meets one or more times per week. <input type="checkbox"/> School leaders structure professional development, data analysis and instructional decision-making around collaborative teams. These teams are provided with adequate information and support to create meaningful dialogue. <input type="checkbox"/> School leaders frequently seek input from the staff and other stakeholders about the school's teaching and learning goals as well as their own leadership in the attainment of those goals.	<input type="checkbox"/> The school is structured around highly functioning collaborative teams. Each team meets several times per week. <input type="checkbox"/> School leaders assure that all professional development, data analysis and instructional decision-making are structured around collaborative teams. These teams are provided with adequate information and support to create meaningful dialog. <input type="checkbox"/> School leaders continually seek input from the staff and other stakeholders about the school's teaching and learning goals as well as their own leadership in the attainment of those goals.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School schedule	Structure of planning / team time
<input type="checkbox"/> School improvement plan	Description of decision-making structures
<input type="checkbox"/> Communications from school leaders	Extent to which input is sought regarding teaching and learning decisions
<input type="checkbox"/> Meeting minutes	Minutes of collaborative team meetings
<input type="checkbox"/> Advisory Committees	Rosters and minutes
<input type="checkbox"/> Perkins data	Core performance indicators

NOTES

School Process Analysis

Strand II: Leadership

Standard 1: Instructional Leadership

Benchmark A: Educational Program

Key Characteristics: Knowledge of Curriculum, Instruction and Assessment, Knowledge and Use of Data, Technology, Knowledge Of Student Development and Learning, Knowledge of Adult Learning, Change Agent, Focus on Student Results

Benchmark B: Instructional Support

Key Characteristics: Monitoring, Coaching and Facilitating, Evaluation, Clear Expectations, Collaboration and Communication

The following questions reflect the school's overall analysis of the self assessment of the Benchmarks and Key Characteristics contained in Standard 1 of Strand II of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?

2. Using the chart below, what did the staff identify as areas of strength?

Instructional Leadership	Implemented	Exemplary
Knowledge of Curriculum, Instruction, Assessment		
Knowledge and Use of Data		
Technology		
Knowledge of Student Development and Learning		
Knowledge of Adult Learning		
Change Agent		
Focus on Student Results		
Monitoring		
Coaching and Facilitating		
Evaluation		
Clear Expectations		
Collaboration and Communication		

3. Using the chart below, what did the staff identify as challenges?

Instructional Leadership	Getting Started	Partially Implemented
Knowledge of Curriculum, Instruction, Assessment		
Knowledge and Use of Data		
Technology		
Knowledge of Student Development and Learning		
Knowledge of Adult Learning		
Change Agent		
Focus on Student Results		
Monitoring		
Coaching and Facilitating		
Evaluation		
Clear Expectations		
Collaboration and Communication		

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful, and positive effect on student learning.

STANDARD 2: SHARED LEADERSHIP

Structures and processes exist to support shared leadership in which all staff has collective responsibility for student learning.

BENCHMARK A: SCHOOL CULTURE & CLIMATE

Staff creates an environment conducive to effective teaching and learning.

DISCUSSION QUESTIONS

1. How does school staff assess the extent to which the school environment is safe and orderly? How are all stakeholders involved in this process?
2. Describe changes that have been implemented in school practices and policies that improve student achievement as they relate to staff reflection on the school environment.
3. How is the effectiveness of adopted changes in environment monitored and evaluated in order to assess the effectiveness of the implemented changes in policy or practice?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Safe and Orderly</p> <p>The staff believes that a safe and orderly environment is an essential component to support learning and enhance efforts to improve student achievement.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Although policies and procedures that promote a safe and orderly environment exist, they are not effective in producing their desired result. <input type="checkbox"/> Some efforts are underway to move toward the goal of a safer and more orderly environment. 	<ul style="list-style-type: none"> <input type="checkbox"/> School administration and staff members are working together to try and create a safer and more orderly environment. <input type="checkbox"/> A committee comprised of staff and school administration is focusing on improving the safety and order at the school. 	<ul style="list-style-type: none"> <input type="checkbox"/> School administrators are a visible presence at the school encouraging and modeling positive behaviors <input type="checkbox"/> All staff members demonstrate that they share responsibility for student discipline. <input type="checkbox"/> Adults and students can be observed supporting and encouraging respectful and collaborative behavior throughout the school. <input type="checkbox"/> The school's physical plant is well maintained and areas considered unsafe are closely monitored. <input type="checkbox"/> Hallways are free of unsupervised students during class periods. 	<ul style="list-style-type: none"> <input type="checkbox"/> Staff, students and parents are consulted on a regular basis to inform policy and procedural decisions that enhance the safety and orderliness of the school. <input type="checkbox"/> Staff members report that they spend minimal instructional time on discipline and express that their efforts at maintaining an orderly classroom environment are supported by the school administration. <input type="checkbox"/> The school is viewed as safe and orderly within the community. <input type="checkbox"/> Adults and students consistently intervene when they observe inappropriate behavior, such as bullying, teasing, or harassment. <input type="checkbox"/> All teachers have clearly established behavioral expectations and routines that reflect the school-wide goals for safety and orderliness and they are consistently enforced. <input type="checkbox"/> Labs are safe and employ current technologies.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> School data	Documentation of number and percent of disruptive school events and their increase/decrease over time
<input type="checkbox"/> School communications	Posted and written expectations of student behavior
<input type="checkbox"/> TRAC	Observation of laboratories and documentation of safety training
<input type="checkbox"/> Student handbook	Rules and consequences
<input type="checkbox"/> Surveys	Attitudes of stakeholders regarding safety, school orderliness and discipline; consistency of behavioral expectations; and staff response to behavioral disruptions

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful, and positive effect on student learning.

STANDARD 2: SHARED LEADERSHIP

Structures and processes exist to support shared leadership in which all staff has collective responsibility for student learning.

BENCHMARK A: SCHOOL CULTURE & CLIMATE

Staff creates an environment conducive to effective teaching and learning.

DISCUSSION QUESTIONS

1. Describe the practices or procedures in place to assure that staff meetings focus on instructional practices and learner outcomes.
2. Describe the practices and procedures in place to ensure that curriculum and instruction is aligned to state/district standards.
3. What percent of the instructional time periods, on the average, are students engaged in standards-based learning? How does this compare to research on recommended time-on-learning standards? What changes in practices were initiated as a result of the time-on-learning study?
4. How are instructional interventions aligned with this practice?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Learning Focused</p> <p>All school stakeholders, including students, are engaged in creating a culture of excellence. Therefore, the primary criterion employed in decision-making is the impact of the decision on student achievement. Staff members believe that all students can learn and achieve to high standards and students are actively engaged in the learning process throughout the school day.</p>	<input type="checkbox"/> Instructional practices do not consistently reflect state/district standards.	<input type="checkbox"/> Instructional practices are designed to address the state/district standards. <input type="checkbox"/> Classroom observations indicate students demonstrate periodic active engagement in learning. <input type="checkbox"/> Staff collaborate periodically to discuss student progress.	<input type="checkbox"/> Each classroom teacher emphasizes instructional practices that are designed to achieve student success in the state/district standards. <input type="checkbox"/> Classroom observations support that many students are actively engaged in the application of standards based instruction throughout their school day. <input type="checkbox"/> Staff collaborate on a weekly basis to discuss student progress for the purpose of providing instructional interventions.	<input type="checkbox"/> Standards-based instruction is predominant in each classroom and an emphasis on meeting the standards is evident throughout the school facility. <input type="checkbox"/> Classroom observations support that active student engagement in authentic tasks occurs frequently in all classrooms, in all curricular areas. <input type="checkbox"/> Staff collaborate at least twice a week to discuss and act on strategies designed to improve student achievement through instruction and individual interventions.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Mission statement	Description of student expectations
<input type="checkbox"/> Meeting agendas, minutes	Extent to which content of meetings focuses on learning as opposed to the management of details
<input type="checkbox"/> Team meetings, lesson plans	Content reflects review of data to redirect teaching
<input type="checkbox"/> Surveys	Student opinions regarding teacher expectations for student success
<input type="checkbox"/> Observational protocols	Percentage of time students actively engaged in standards-based instruction
<input type="checkbox"/> Career and technical Student Organizations (CTSO's) with leadership opportunities	CTSO participation records
<input type="checkbox"/> Advisory Committee	Minutes
<input type="checkbox"/> Professional Development Committee	Records of Professional Development
<input type="checkbox"/> IEP Team Report	Goals and objectives

NOTES

DISCUSSION QUESTIONS

1. Describe the professional development training the staff has attended regarding understanding learning styles of the school's diverse socio-cultural student population. What changes in the instructional practices can be attributed to the training?
2. How does the school improvement plan (SIP) identify and evaluate the opportunities that exist for students in special programs, i.e., special education, LEP, ELL, at risk, Title 1, gifted, etc., to ensure that students in special programs receive ample support?
3. List the opportunities that exist for students in special programs to be integrated into mainstream classrooms. What needs to be changed in order to ensure that all students have access to all curriculum activities?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Inclusive and Equitable</p> <p>Staff members act to create an inclusive and equitable learning environment. A concerted effort is made to reduce equity gaps in achievement and to address social and individual barriers to learning. The school works to eliminate tracking and cultural biases. Instructional strategies take into account diverse socio-cultural backgrounds.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Although some efforts are being made to provide an inclusive and equitable environment for all students, the instruction of students with diverse socio-cultural backgrounds focuses on lower order thinking skills. <input type="checkbox"/> Any opportunities that exist for students of diverse backgrounds to receive personalized instruction are dependent upon the skills of the individual teacher. <input type="checkbox"/> Tracking practices currently exist at the school. 	<ul style="list-style-type: none"> <input type="checkbox"/> Students in non-center-based special programs (i.e. Special Education, English Language Learners) have infrequent opportunities to integrate into mainstream classrooms. <input type="checkbox"/> The primary supports for students with individual needs are provided in a non-mainstream setting. <input type="checkbox"/> There is an awareness at the school that some students are tracked, yet efforts are being made to reduce this practice. 	<ul style="list-style-type: none"> <input type="checkbox"/> Numerous opportunities exist for students in non-center-based special programs (i.e. Special Education, English Language Learners) to integrate into mainstream classrooms.. <input type="checkbox"/> The school provides additional supports for those students who require them. <input type="checkbox"/> Although ability grouping occurs across the school, opportunities exist for students to move up to higher levels of instruction. <input type="checkbox"/> Efforts are made to provide equal access to curriculum and activities for all students. <input type="checkbox"/> There is a conscious effort on the part of the school staff to take into account the needs of students of differing cultures, abilities, and primary languages. 	<ul style="list-style-type: none"> <input type="checkbox"/> Students in non-center-based special programs (i.e. Special Education, English Language Learners) are fully integrated into the mainstream classrooms. <input type="checkbox"/> The school assures that all necessary supports are in place for those students who require them. <input type="checkbox"/> Grouping practices at the school assure that students are not tracked. <input type="checkbox"/> All students have equal access to all curriculum and activities. <input type="checkbox"/> School-wide practices include strategies to assure that the needs of students of differing cultures, abilities, and primary languages are taken into account.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Technology plan	Access to technology by demographic groups
<input type="checkbox"/> School budget	Distribution of curriculum materials by achievement/ethnic groups
<input type="checkbox"/> Classroom rosters	Demographic distribution of students in special programs
<input type="checkbox"/> Professional development plan	Distribution of staff in quality professional development programs
<input type="checkbox"/> EDP	Updated EDP with appropriate placement
<input type="checkbox"/> IEP Team Report	Goals and objectives

DISCUSSION QUESTIONS

1. How is time organized to allow teachers to meet to discuss instructional practices and assessments to be used? List the types of collaborative inquiry practices that have been established in the school.
2. What data/information is used to guide collegial dialog at these meetings? How is this information used to guide and inform instructional/assessment practices?
3. What percent of the building instructional staff regularly serve on these committees? How often is the principal involved in these meetings?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Collaborative Inquiry</p> <p>A spirit of collaboration, inquiry, risk taking, and reflective practice is embedded into the school culture. School staff members collaborate frequently to dialog about and investigate their teaching practices.</p> <p>The school functions as a collaborative learning community in which every member contributes to whole-school improvement, including teacher development and student outcomes.</p>	<input type="checkbox"/> There are minimal structures in place to facilitate a dialog about teaching and learning practices among the staff. <input type="checkbox"/> "Pockets" of interactive small groups do exist within the school but there is little support to extend this dialog to others.	<input type="checkbox"/> Grade-level teachers and/or departments collaborate monthly. <input type="checkbox"/> Some staff members have initiated and participated in inquiry practices such as classroom action research, peer study teams, and peer coaching.	<input type="checkbox"/> The school is organized into collaborative teams that meet on at least a weekly basis. <input type="checkbox"/> Collaborative practices focus primarily on the improvement of instruction. <input type="checkbox"/> The majority of staff participate in inquiry practices such as classroom action research, study teams, and peer coaching. <input type="checkbox"/> Periodic collaboration occurs across grade/age levels and content areas.	<input type="checkbox"/> The school is organized into collaborative teams which meet at least twice a week. <input type="checkbox"/> Collaborative practices are focused on the improvement of instruction, analyzing student work, and strategies to improve the achievement of individual students. <input type="checkbox"/> Inquiry practices such as classroom action research, study teams, and peer coaching are a part of the routine of school staff. <input type="checkbox"/> Frequent collaboration occurs across grade/age levels and content areas.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Meeting agendas/minutes	Evidence of collaborative practices
<input type="checkbox"/> Grade/departmental curriculum maps	Extent to which maps cut across and connect with other subject areas and grade levels
<input type="checkbox"/> Documentation of inquiry practices including logs and videos	Demonstration of quality and extent of inquiry practices employed
<input type="checkbox"/> CTE Program Recruiting	Materials and strategies
<input type="checkbox"/> Non-discrimination statements	District documents
<input type="checkbox"/> IEP /504	IEP /504 plans
<input type="checkbox"/> Comprehensive Guidance and Counseling Plan	School implementation documentation
<input type="checkbox"/> School improvement meetings	Minutes of meeting

NOTES

DISCUSSION QUESTIONS

1. List the types of data that are available for staff to use to monitor instructional progress of their students.
2. List the types of training staff have had to increase their ability to effectively use these data.
3. How does the classroom staff demonstrate regular use of these data to guide and inform instructional practices in the classroom? List the evidence used.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Data-Driven Culture</p> <p>All decisions affecting student achievement are based on data. All instructional staff is involved in this data-based decision-making which incorporates data from state, district, school, and classroom assessments.</p>	<input type="checkbox"/> Data on schoolwide achievement is reviewed and interpreted by a representative committee at the school. Classroom teachers are expected to consider this data in their own instructional decision-making.	<input type="checkbox"/> The school improvement committee bases its action plan primarily on the analysis of state and district assessments (e.g., progress monitoring of individual student achievement). Data summations are distributed to appropriate staff members, but assistance in interpreting them is limited.	<input type="checkbox"/> The school improvement committee bases its action plan on the analysis of state, district, school, and classroom assessment information to: <ul style="list-style-type: none"> <input type="checkbox"/> plan changes in the instructional program <input type="checkbox"/> set curricular priorities directed at assuring that all students meet high standards <input type="checkbox"/> work towards the achievement of the criteria for adequate yearly progress <input type="checkbox"/> analyze the effectiveness of programs over time. 	<input type="checkbox"/> All instructional staff members are involved in collaborative teams that analyze state, district, school and classroom assessment information to: <ul style="list-style-type: none"> <input type="checkbox"/> plan instruction <input type="checkbox"/> set curricular priorities directed at assuring that all students meet high standards <input type="checkbox"/> work toward achievement of the criteria for adequate yearly progress and analyze the effectiveness of programs over time. <input type="checkbox"/> On-going support is provided for all staff members and teams to refine their skills in the use of data to make decisions that affect individual students and school programs.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School improvement and/or state and district reporting data	Variety of data accessible to staff; extent to which data is user-friendly; extent to which comparative data over time is available
<input type="checkbox"/> NCA/School improvement plans	Extent to which data is used to determine appropriate best practices
<input type="checkbox"/> Committee meeting agendas/minutes	Data-based discussions and actions taken as the result of data analysis
<input type="checkbox"/> Professional development plans	Content that focuses on developing skill in the interpretation and use of data
<input type="checkbox"/> Core Performance Indicators	Local and state data results
<input type="checkbox"/> TRAC	Regional summaries
<input type="checkbox"/> IEP Reports	Goals and objectives

NOTES

DISCUSSION QUESTIONS

1. Describe your school's collaborative decision-making process for planning, monitoring, and evaluation for school improvement.
2. In what ways do all staff have the opportunity to participate in the school's collaborative decision-making process for planning, monitoring, and evaluation for school improvement?
3. How does all staff demonstrate shared ownership and responsibility for the implementation of decisions made regarding curriculum, instruction, and assessment?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>6. Collaborative Decision-Making Process</p> <p>Membership on the school improvement committees is a common expectation for all teachers, administrators, and support staff.</p> <p>Shared ownership and responsibility for the implementation of the decisions is evident by the collective actions of the members.</p>	<input type="checkbox"/> Staff members are represented on some school improvement committees. They have been recruited by the administration. <input type="checkbox"/> Instructional decisions are made by the administration with input from the committee members.	<input type="checkbox"/> There is an effort by the administration to have staff members represented on many of the school improvement committees. <input type="checkbox"/> Input for decisions about curriculum and instruction is gathered primarily from the instructional staff.	<input type="checkbox"/> School leaders provide a structure in which major decisions affecting planning, monitoring, and evaluation for school improvement are made collaboratively. <input type="checkbox"/> School leaders provide opportunities for sharing of collaborative decisions with all staff.	<input type="checkbox"/> School leaders assure that all major decisions for planning, monitoring, and evaluation for school improvement are made collaboratively with any staff member impacted by the decision included in the process. <input type="checkbox"/> Staff members report a clear sense of efficacy in decisions that are made.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Minutes from School improvement/Title I meetings	Documentation of collaborative decision-making; impact of discussion of instructional decisions
<input type="checkbox"/> School communication tools	Extent of communication regarding decisions
<input type="checkbox"/> Surveys	Staff attitudes toward decision-making process

NOTES

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful, and positive effect on student learning.

STANDARD 2: SHARED LEADERSHIP

Structures and processes exist to support shared leadership in which all staff has collective responsibility for student learning.

BENCHMARK B: CONTINUOUS IMPROVEMENT

Staff engages in collaborative inquiry focused on continuous improvement to increase student achievement.

DISCUSSION QUESTIONS

1. What practices are in place and who is responsible to ensure that the vision and mission of the school is clearly articulated to ALL stakeholders' parents, students, staff, and community?
2. How is the extent to which learning expectations are communicated to students by school staff monitored? How are changes in expected attitude or behavior communicated, if necessary, to any identified staff?
3. What monitoring practices are in place to evaluate if assessments support the school vision and/or mission?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Shared Vision and Mission</p> <p>The entire staff represents a collective voice when it comes to creating and maintaining an effective learning environment for all members of the school community. The vision and mission are translated into everyday classroom practice and the results of assessments inform the success of the related school goals.</p>	<p><input type="checkbox"/> Although a vision and a mission statement exist, they are primarily employed as public relations tools.</p>	<p><input type="checkbox"/> Efforts have been made by the individual school leaders to obtain commitment to the vision and mission of the school. Although these efforts have been only partially successful, stakeholders are aware of the vision and mission statements.</p>	<p><input type="checkbox"/> All staff members can clearly articulate the vision and mission of the school to parents, colleagues, and community members.</p> <p><input type="checkbox"/> The shared vision is translated by the staff into measurable grade level and content area expectations and objectives, or when appropriate, to individual student goals.</p> <p><input type="checkbox"/> Individual teachers, grade level and content area teams, and school administrators collaborate to ensure that curricular, instructional, and assessment practices reflect the intent of the vision and mission of the school.</p>	<p><input type="checkbox"/> Goals that reflect the vision and mission of the school are operationalized in the classroom and/or other educational settings.</p> <p><input type="checkbox"/> Assessment practices and results are used to refine the vision and mission of the school.</p> <p><input type="checkbox"/> Formal and frequent opportunities exist for staff to collaborate on successes, challenges, and assessment results as they put into practice the vision and mission of the school.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School postings; letterhead, newsletters; other official parent communications	Visibility and distribution of vision and mission; sharing of course/content expectations
<input type="checkbox"/> Notices regarding parent meetings, Open House and back-to-school events	Visibility of vision and mission
<input type="checkbox"/> School/district website	Posting of course/grade expectations
<input type="checkbox"/> Surveys	Extent to which vision and mission can be clearly articulated by staff
<input type="checkbox"/> Observational records	Classroom data centers

DISCUSSION QUESTIONS

1. Is there a school-developed, written plan for continuous improvement that meets the requirements of state and federal mandates-and is it evaluated at least annually?
2. Identify the demographic, perception, and instructional data that are gathered and evaluated to inform the school improvement goals.
3. List ways in which the school uses monitoring data to inform changes needed in the school improvement plan.
4. Does the continuous school improvement plan incorporate the concepts of the SMART Goals model? (Specific, Measurable, Attainable, Results oriented, and Timebound) Which, if any, of the five (5) required components is missing?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Results-Focused Plan</p> <p>The school improvement plan reflects a philosophy of continuous improvement. It contains measurable performance and equity goals that reflect the vision and the mission of the school.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The school improvement plan is primarily a series of activities written to satisfy the requirements and meet the expectations of the district and state. <input type="checkbox"/> Broad achievement measures are the primary focus of data-gathering and activities within the school improvement plan focus externally rather than internally. 	<ul style="list-style-type: none"> <input type="checkbox"/> Conversations take place that emphasize the importance of making changes at the school level that will impact broad measures of student achievement. The school improvement plan is being revised to reflect this effort. <input type="checkbox"/> Meetings occur that assess the impact on student achievement that will result from changing instructional practice, yet few measures have been developed to evaluate school processes. 	<ul style="list-style-type: none"> <input type="checkbox"/> The school improvement plan meets all requirements of state and federal mandates and is evaluated on an annual basis. <input type="checkbox"/> The staff has written a school improvement plan which is informed by data, including data measuring school processes, student achievement, and attitudinal data, all disaggregated by demographics. 	<ul style="list-style-type: none"> <input type="checkbox"/> The staff has written a school improvement plan; all aspects of which are continuously informed by data including data, measuring school processes as well as student achievement and attitudinal data, all disaggregated by demographics. This plan incorporates the concepts of the SMART goals model: Goals are Specific, Measurable, Attainable, Results oriented, and Timebound. <input type="checkbox"/> Analysis of the data from the school improvement plan occurs on a continuous basis and informs changes in the plan. <input type="checkbox"/> Each individual staff member is responsible for using data to guide his or her own professional practice. This data is also used to inform the school improvement plan.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Professional development schedule	Documentation of activities that support student achievement goals
<input type="checkbox"/> Observational protocols	Use of data to guide professional practice
<input type="checkbox"/> NCA/School Improvement Plans	Extent to which goals are well-articulated and specify student achievement goals; incorporation of state and federal mandates; role of data in the plan

NOTES

DISCUSSION QUESTIONS

1. What action does the school take on a one-to-one basis to ensure that the school improvement team includes representatives from the following groups: student body, school board, all grade levels or content areas within the school, parents of the general education students, parents of Title 1 students, parents of special education students, parents of LEP/ELL/Migrant/Homeless students?
2. Describe how the school improvement plan (SIP) is shared with school staff, parents, district staff, and the community. Who is responsible to make sure that the plan is shared with the appropriate constituents?
3. Describe the types of activities that take/took place in the community that support the school's learning goals.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Implemented</p> <p>The members of the school community support the school improvement plan. Their commitment is evident in focused actions to increase student achievement. They are empowered to interpret and employ the information for immediate application.</p>	<p><input type="checkbox"/> The school leadership has the primary responsibility for the implementation of the school improvement plan strategies.</p>	<p><input type="checkbox"/> Staff members have some involvement in the implementation of school improvement plan strategies.</p>	<p><input type="checkbox"/> All staff has commitment to the school improvement plan and teams of staff members have the responsibility for successful implementation of the plan's strategies. All staff members are informed of the contents of the entire plan.</p> <p><input type="checkbox"/> The plan is shared with parents, district staff and the community at a general meeting.</p>	<p><input type="checkbox"/> The school improvement plan is activated through the formation of teacher teams and school-community task groups including representatives from the student body, school board, all grade levels or content areas and parents of all students in specialized programs.</p> <p><input type="checkbox"/> All staff members have a working knowledge of the contents of the entire plan.</p> <p><input type="checkbox"/> In addition to sharing the plan with all stakeholders, the school assures that stakeholders represented on the School Improvement Committee share the plan with their represented groups.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Minutes of School Improvement Plan development	Committee membership
<input type="checkbox"/> Minutes of parent organization meetings	Extent to which community is aware of school goals and supports them through organizational activities
<input type="checkbox"/> Surveys	Extent of involvement in and commitment of all stakeholders to the school improvement plan
<input type="checkbox"/> Transitional consult	Meeting agendas and minutes
<input type="checkbox"/> CIMS	Educational Benefit Review

NOTES

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DISCUSSION QUESTIONS

1. Describe the process school leaders follow to monitor student behavior and instruction in the school.
2. What types of information is collected during this process, and how is it shared with staff?
3. What changes in behavior/instruction can be attributed to the information gathered and shared?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Monitored</p> <p>Monitoring of the school improvement plan is the responsibility of all staff implementing strategies as the result of the plan. Data analysis occurs on a continuous basis and staff frequently collaborate to make adjustments in the plan based upon the data analyzed.</p>	<p><input type="checkbox"/> The school leadership has the primary responsibility for the monitoring of the school improvement plan strategies and does so without input from the rest of the staff.</p>	<p><input type="checkbox"/> School leaders and appointed committees monitor the over-all results of the school improvement plan through an analysis of the data informing the plan.</p>	<p><input type="checkbox"/> Each semester, staff committees monitor the over-all results of the school improvement plan through an analysis of the data informing the plan.</p> <p><input type="checkbox"/> Members of the action teams implementing the specific goals and strategies contained within the school improvement plan, are provided data that annually results in adjustments to the strategies being employed.</p>	<p><input type="checkbox"/> Staff committees closely monitor over-all results of school improvement through an on-going analysis of the data informing the plan.</p> <p><input type="checkbox"/> Members of the action teams implementing the specific goals and strategies contained within the plan take the responsibility for monitoring the success of their team goals and adjust strategies accordingly.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> NCA/School Improvement Plan and process employed in its development	Frequency of review and adjustment of the plan; timelines in place to reflect monitoring of strategies and activities; data that is gathered to measure success toward goals
<input type="checkbox"/> Lesson plans	Demonstration of adjustment of lessons based upon feedback from school improvement plan
<input type="checkbox"/> Minutes of action teams	Details of monitoring process
<input type="checkbox"/> CIMS	Educational Benefit Review
<input type="checkbox"/> Perkins report data	Core Performance Indicators

NOTES

School Process Analysis
Strand II: Leadership

Standard 2: Shared Leadership

Benchmark A: School Culture and Climate

Key Characteristics: Safe and Orderly, Learning Focused, Inclusive and Equitable, Collaborative Inquiry, Data-Driven Culture, Collaborative Decision-Making Process

Benchmark B: Continuous Improvement

Key Characteristics: Shared Vision and Mission, Results-Focused Plan, Implemented, Monitored

The following questions reflect the school's overall analysis of the self assessment of the Benchmarks and Key Characteristics contained in Standard 2 of Strand II of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Shared Leadership	Implemented	Exemplary
Safe and Orderly		
Learning Focused		
Inclusive and Equitable		
Collaborative Inquiry		
Data-Driven Culture		
Collaborative Decision-Making Process		
Shared Vision and Mission		
Results-Focused Plan		
Implemented		
Monitored		

3. Using the following chart, what did the staff identify as challenges?

Shared Leadership	Getting Started	Partially Implemented
Safe and Orderly		
Learning Focused		
Inclusive and Equitable		
Collaborative Inquiry		
Data-Driven Culture		
Collaborative Decision-Making Process		
Shared Vision and Mission		
Results-Focused Plan		
Implemented		
Monitored		

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful, and positive effect on student learning.

STANDARD 3: OPERATIONAL AND RESOURCE MANAGEMENT

School leaders organize and manage the school to support teaching and learning.

BENCHMARK A: RESOURCE ALLOCATION

School leaders allocate resources in alignment with the vision, mission, and educational goals of the school.

DISCUSSION QUESTIONS

1. Does central office require school leadership to make decisions regarding the deployment of human resources that uses a process similar to Zero Based Budgeting and the use of data, or are the decisions made based upon staff satisfaction and/or tradition?
2. Within the school, how are human resources aligned with the school improvement goals and objectives for student learning?
3. How are these resources changed to reflect changes in goals and objectives?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Human Resources</p> <p>The school's vision, mission and educational goals are focused on student achievement. School leaders allocate human resources accordingly and measure the effectiveness of their allocation decisions based upon data.</p>	<p><input type="checkbox"/> School leaders rarely change how human resources are allocated and used. They tend to base their decisions on staff satisfaction, political issues and tradition.</p>	<p><input type="checkbox"/> Although school leaders have tended to make few staff changes from year to year, they are in the process of realigning human resources to address the school's vision, mission and educational goals.</p>	<p><input type="checkbox"/> School leaders organize the school's human resources based upon data that demonstrates their contribution to the school's vision, mission and educational goals.</p>	<p><input type="checkbox"/> The improvement of student achievement is the over-riding determinant of the allocation of human resources. Data is gathered on a continuous basis that informs decisions to reallocate these resources.</p> <p><input type="checkbox"/> School leaders allocate and manage human resources based upon the school's vision, mission, and educational goals. They employ data to measure the effectiveness of these allocations.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> District strategic plan; Schoolmatters.com report; Registry of Educational Personnel (REP) report	Description of allocation of human resources
<input type="checkbox"/> Class / course offerings	Comparative offerings per semester
<input type="checkbox"/> Teacher Credentials	Appropriate teacher certification, license and/or credential
<input type="checkbox"/> Meeting minutes	Discussions regarding human resource allocation

NOTES

DISCUSSION QUESTIONS

1. How do school leaders align the allocation of monetary resources to support teaching for learning goals?
2. How are grant funds aligned to the school improvement goals?
3. How does the school evaluate the effectiveness of the use of these resources in supporting the school improvement goals?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Fiscal</p> <p>School leaders use their fiscal resources to implement, supplement or extend school improvement plan activities that support the teaching and learning goals. A concerted effort is made to supplement existing funds through external sources.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fiscal resources are allocated based upon seniority, political considerations and tradition. <input type="checkbox"/> Little attention has been paid to securing external funds to support the school improvement plan. 	<ul style="list-style-type: none"> <input type="checkbox"/> Fiscal resources are divided equitably across the school and their direct impact on student achievement is considered by school leaders. <input type="checkbox"/> Some efforts are being made to secure external funds to supplement the school's allocated funds. 	<ul style="list-style-type: none"> <input type="checkbox"/> The improvement of student achievement is the primary determinant of the allocation of fiscal resources. Data is gathered on a yearly basis that informs decisions to reallocate these resources and decisions on fiscal resource allocation are made at least yearly. <input type="checkbox"/> There is an ongoing effort to seek supplemental grant funds and monetary contributions to support efforts to improve student achievement. 	<ul style="list-style-type: none"> <input type="checkbox"/> The improvement of student achievement is the primary determinant of the allocation of fiscal resources. Data is gathered on a continuous basis that informs decisions to reallocate these resources and decisions on fiscal resource allocation are made at least every semester. <input type="checkbox"/> There is an ongoing effort to seek supplemental funds, monetary contributions and various grants that address the goals of the plan, and a system is in place to assure that the use of these supplemental funds aligns with the goals of the school improvement plan.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> District strategic plan; District annual audit report; District annual budget; Schoolmatters.com report; financial information database reporting (FID)	Extent to which fiscal resources align with teaching and learning goals
<input type="checkbox"/> External funding sources	Comprehensiveness of sources and alignment with teaching and learning goals
<input type="checkbox"/> School improvement plan	Listing of fiscal resources aligned with school improvement goals

NOTES

DISCUSSION QUESTIONS

1. How do school leaders align the allocation of equipment and materials to support teaching for learning goals?
2. How do school leaders ensure equitable access by all staff to materials/equipment that supports their classroom instruction?
3. How are decisions regarding the purchase or disposal of equipment and materials made in the building? How are all stakeholders involved in this process?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Equipment and Materials</p> <p>Staff members are empowered to make decisions regarding the use of equipment and materials. They base their decisions on a continual assessment of student needs and the teaching and learning goals. Every attempt is made to ensure that the materials do not contain bias.</p>	<p><input type="checkbox"/> The allocation of equipment and materials is based on the past use by the staff. Staff members currently using the materials claim ownership to them.</p>	<p><input type="checkbox"/> School leaders make the decision on the purchase of new or the discarding of outdated equipment and materials.</p> <p><input type="checkbox"/> Equipment and materials are divided equitably across the school by school leaders. Individuals using them are encouraged to share with colleagues.</p>	<p><input type="checkbox"/> School leaders decide on the purchase or discarding of equipment and materials with input from those individuals affected by the decision.</p> <p><input type="checkbox"/> The sharing of equipment and materials is the responsibility of those staff members currently using them.</p>	<p><input type="checkbox"/> Decisions made to purchase new and discard outdated equipment and materials are made by the group of individuals who use them after consultation with school leaders to consider the impact on school goals.</p> <p><input type="checkbox"/> School leaders have established a guideline that entrusts the responsibility for sharing of equipment and materials to the staff. There is open communication and collaboration among the staff as allocation decisions are made based on the teaching and learning goals.</p> <p><input type="checkbox"/> A process is in place to assure that all students have equitable access to quality, developmentally appropriate and free-from-bias instructional resources.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> District strategic plan; district annual budget; School matters.com report	Extent to which equipment and materials are aligned to support teaching and learning
<input type="checkbox"/> Advisory Committee	Minutes

NOTES

DISCUSSION QUESTIONS

1. Describe the building's daily instructional and planning time schedule. How does the model support collaborative planning time for staff during the regular school day?
2. What data was/is gathered and reviewed before deciding on the schedule?
3. How does the allocation of time support the school's student learning needs? How is this monitored?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Time</p> <p>Decisions regarding the allocation of instructional time and planning time are data-driven and focused on the attainment of school goals. School leaders place a high priority on collaborative team planning time within the school day.</p>	<p><input type="checkbox"/> The school schedule has been designed based upon tradition. Convenience for adults is the primary driving force in the allocation of time at the school level.</p>	<p><input type="checkbox"/> Staff is aware of the importance of efficient use of time and its impact on student achievement. They are beginning to address the importance of looking at the use of time beyond their own instructional programs.</p>	<p><input type="checkbox"/> School leaders use data to make decisions on time allocation.</p> <p><input type="checkbox"/> Priority is placed upon designating collaborative team planning time to support the school's student achievement goals.</p>	<p><input type="checkbox"/> School leaders base their decisions on the allocation of instructional time on data gathered from the school improvement plan and related research.</p> <p><input type="checkbox"/> School leaders assure that staff has common collaborative team meeting time. Continuous efforts are made to make certain that this time is spent in an efficient and productive manner.</p> <p><input type="checkbox"/> Time use issues that are barriers to student learning are identified and reduced or eliminated.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School schedule; school calendar	Coherence of school schedule and calendar with school improvement plan
<input type="checkbox"/> District strategic plan	Alignment of school schedule and classroom instructional time with district goals
<input type="checkbox"/> School improvement plan	Goals related to time use or time allocation

NOTES

DISCUSSION QUESTIONS

1. What does the district strategic plan state relevant to classroom space?
2. How do school leaders allocate space in the building to support teaching for learning goals?
3. Upon review of the practice, does the practice support use of space decisions based upon "what's best for kids" and what's the best approach to support the school's instructional goals? If not, what data should be collected and reviewed when deciding on the best use of available classroom or school space?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Space</p> <p>There is schoolwide recognition that space is shared for the benefit of instruction and to support the teaching and learning goals. Space is seen as a tool for providing relevant and meaningful instruction.</p>	<p><input type="checkbox"/> Space is primarily territorial and space allocation is based upon "ownership" by staff currently occupying the space.</p>	<p><input type="checkbox"/> Some staff members see space as a key component of instruction and use it in flexible ways depending on their instructional objectives.</p>	<p><input type="checkbox"/> The majority of instructional staff see space as a key component of instruction and use it in flexible ways depending on their instructional objectives,</p> <p><input type="checkbox"/> School leaders have a process in place to review current space usage based upon instructional goals.</p>	<p><input type="checkbox"/> Instruction occurs both within and beyond the school walls.</p> <p><input type="checkbox"/> All instructional staff sees space as a key component of instruction and uses it in flexible ways depending on their instructional objectives.</p> <p><input type="checkbox"/> As the result of staff recommendations, space is allocated flexibly based upon instructional goals.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Facilities plan; district strategic plan; master schedule; School Infrastructure Database Report (SID)	Connection between the allocation of space at the school and the school/ district strategic plan
<input type="checkbox"/> Observational protocols	Description of use of classroom space across the school
<input type="checkbox"/> Space requirements for CTE programs	Administrative Guide

NOTES

STRAND II: LEADERSHIP

School leaders create a school environment where everyone contributes to a cumulative, purposeful, and positive effect on student learning.

STANDARD 3: OPERATIONAL AND RESOURCE MANAGEMENT

School leaders organize and manage the school to support teaching and learning.

BENCHMARK B: OPERATIONAL MANAGEMENT

School leaders allocate develop, implement and/or monitor policies and procedures for the operation of the school.

DISCUSSION QUESTION

1. Describe the process used by school leaders to communicate the mandates of state and/or federal level programs to school staff.
2. Describe the kinds of information that is provided to school staff regarding state and/or federal level mandates.
3. Describe how the shared information regarding state and/or federal level mandates is/was used to monitor and adjust the operation of the school.
4. List ways in which these mandates are addressed with the school improvement plan.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. State and Federal School leaders assure that state and federal mandates are adhered to, updated and communicated to all stakeholders.	<input type="checkbox"/> The school principal has the responsibility for implementing and monitoring state and federal mandates.	<input type="checkbox"/> An appointed group of staff members have the responsibility for developing, implementing and monitoring state and federal mandates, regulations, and rules.	<input type="checkbox"/> School leaders collectively review and plan for development, implementation, and monitoring of state and federal mandates, regulations and rules, on a yearly basis. <input type="checkbox"/> All state and federal mandates are communicated to staff.	<input type="checkbox"/> A process is in place that assures school leaders collectively review and plan for development, implementation, and monitoring of state and federal mandates, regulations and rules, on a regular basis. <input type="checkbox"/> State and federal mandates are clearly communicated to all stakeholders.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Consolidated Grant Report; Section 31A Report; Annual Report; documentation of all compliance reporting	Ways and methods state and federal-level mandates, regulations and rules are implemented; efficiency and consistency with which mandates and regulations are implemented
<input type="checkbox"/> School communications	Documentation of clear communication of mandates to all stakeholders
<input type="checkbox"/> IDEA /Michigan Rules of Special Education	Procedural safeguards and IEP s
<input type="checkbox"/> District non-discrimination notices	Published notice
<input type="checkbox"/> Required annual notice of CTE opportunities	Published notice annually
<input type="checkbox"/> Grievance procedures	Published procedures
<input type="checkbox"/> Civil Rights Coordinator	Appointment through board minutes and dissemination through publication
<input type="checkbox"/> Continuous Improvement Monitoring System (CIMS)	Monitoring report
<input type="checkbox"/> CTE Long Range Plan Document	CTE Long Range Plan

NOTES

DISCUSSION QUESTIONS

1. How are all stakeholders informed of and have the opportunity to review, plan, and implement board and district policies as appropriate to student learning?
2. Describe the process the school uses when it is necessary to implement local board policies or decisions that apply to the school.
3. Identify any needs in systems or processes that were necessary as a result of staff dialogue regarding the above questions.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. District</p> <p>School leaders collectively assure that all new and existing board and district level policies are adhered to, implemented, and communicated to all stakeholders</p>	<p><input type="checkbox"/> The principal relies on reminders from the district to implement local board and district level procedures and policies.</p>	<p><input type="checkbox"/> The principal reviews and plans for development, implementation and monitoring of local board policies and district level procedures on a consistent basis.</p>	<p><input type="checkbox"/> School leaders collectively review and plan for development, implementation, and monitoring of school board policies and district level procedures on an as-needed basis.</p> <p><input type="checkbox"/> All stakeholders are informed of local board policies and district level procedures..</p>	<p><input type="checkbox"/> A process is in place that assures school leaders collectively review and plan for development, implementation and monitoring of local board policies, and district level procedures on a regular basis.</p> <p><input type="checkbox"/> School leaders form ad hoc committees as necessary to implement new or existing board policies and district procedures.</p> <p><input type="checkbox"/> All stakeholders are informed of and have the opportunity to review, plan, and implement board and district policies as appropriate to student learning.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Annual report; board meeting minutes	Description of system in place and extent of monitoring of local board policies and district-level procedures
<input type="checkbox"/> Civil Rights Compliance	Report
<input type="checkbox"/> CTE Long Range Plan	Long Range Plan Document

NOTES

DISCUSSION QUESTIONS

1. How does the school leadership become, and stay, informed of state and federal regulations and building maintenance standards?
2. Describe the process in place at the school to communicate to staff state and federal regulations and maintenance standards.
3. What changes in practices/procedures/roles/responsibilities became necessary in order to assure that the school met all required state and federal regulations and building maintenance standards?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. School</p> <p>School leaders assure that school policies and procedures are adhered to, updated, and communicated to all stakeholders.</p>	<p><input type="checkbox"/> The principal develops all school level policies, procedures, and mandates and is responsible for assuring that they are adhered to.</p>	<p><input type="checkbox"/> An appointed group of staff members have the responsibility for developing, implementing, and monitoring school level policies, procedures and mandates.</p> <p><input type="checkbox"/> A limited amount of communication occurs with stakeholders regarding school level policies and procedures.</p>	<p><input type="checkbox"/> School leaders collectively design, implement and monitor school level policies and procedures, as well as monitor all required state and federal regulations and building maintenance standards on a periodic basis.</p> <p><input type="checkbox"/> School leaders communicate with stakeholders to provide information and receive feedback regarding school level policies and procedures and state and federal regulations.</p> <p><input type="checkbox"/> School leaders depend on custodial staff to alert them to any violations of building maintenance standards.</p>	<p><input type="checkbox"/> A process is in place that assures that school leaders stay informed of state and federal regulations and building maintenance standards.</p> <p><input type="checkbox"/> A system is in place that assures school leaders collectively design, implement and monitor school level policies and procedures.</p> <p><input type="checkbox"/> School leaders have developed a two-way communication system with stakeholders to provide mutual and frequent feedback regarding all policies and procedures.</p> <p><input type="checkbox"/> School leaders meet with custodial staff on a regular basis to assure that all building maintenance standards are being adhered to.</p> <p><input type="checkbox"/> School leaders form ad hoc committees as necessary to implement new or existing board policies and district procedures.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOUMENTABLE/OBSERVABLE RESULTS

<p><input type="checkbox"/> School Improvement Plan; Annual Report; School Infrastructure Database Report (SID)</p>	<p>Extent to which school leaders design, implement, and monitor school-level policies and procedures; extent to which school meets all required state and federal regulations and building maintenance standards</p>
<p><input type="checkbox"/> School communications</p>	<p>Extent to which school communicates to stakeholders school level policies and procedures; communications are in place that allow the school to receive feedback on these policies and procedures</p>

Standard Analysis Report
Strand II: Leadership

Standard 3: Operational and Resource Management

Benchmark A: Resource Allocation

Key Characteristics: Human Resources, Fiscal, Equipment and Materials, Time, Space

Benchmark B: Operational Management

Key Characteristics: State and Federal, District, School

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 3 of Strand II of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Operational and Resource Management	Implemented	Exemplary
Human Resources		
Fiscal		
Equipment and Materials		
Time		
Space		
State & Federal		
District		
School		

3. Using the following chart, what did the staff identify as challenges?

Operational and Resource Management	Getting Started	Partially Implemented
Human Resources		
Fiscal		
Equipment and Materials		
Time		
Space		
State & Federal		
District		
School		

School Improvement Framework

School Process Analysis

The following chart will organize the system processes and practice challenges the school identified during the self-assessment process of all of the Key Characteristics within Strand II of the School Improvement Rubrics, and identify which of the student achievement goals, identified in Part 1 of the CNA, they can be aligned with as support.

Focus Question: What in our systems and practices may be impacting our student achievement?

Use the chart below to identify challenges in the school system practices, the content areas they impact and to identify which areas you want to include in your school improvement plan.

Strand II: Leadership
Key Characteristic Challenges

Include in Plan	Alignment with Student Goals					Standard 1: Instructional Leadership	Getting Started	Partially Implemented
	ELA	M	S	SS	O			
						Knowledge of Curriculum, Instruction, Assessment		
						Knowledge and Use of Data		
						Technology		
						Knowledge of Student Development and Learning		
						Knowledge of Adult Learning		
						Change Agent		
						Focus on Student Results		
						Monitoring		
						Coaching and Facilitating		
						Evaluation		
						Clear Expectations		
						Collaboration and Communication		
						Standard 2: Shared Leadership		
						Safe and Orderly		
						Learning Focused		
						Inclusive and Equitable		
						Collaborative Inquiry		
						Data-Driven Culture		
						Collaborative Decision-Making Processes		
						Shared Vision and Mission		
						Results-Focused Plan		
						Implemented		
						Monitored		
						Standard 3: Operational and Resource Management		
						Human Resources		
						Fiscal		
						Equipment and Materials		
						Time		
						Space		
						State and Federal		
						District		
						School		

* Other

STRAND III: PERSONNEL & PROFESSIONAL LEARNING

The school has highly qualified personnel who continually acquire and use skills, knowledge, attitudes, and beliefs necessary to create a culture with high levels of learning for all.

STANDARD 1: PERSONNEL QUALIFICATIONS

School/district staff qualifications, knowledge and skills support student learning.

Benchmark A: Requirements

Staff meets requirements for the position held.

DISCUSSION QUESTIONS

1. How do school leaders assure that all staff hold necessary certifications and/or meet applicable requirements?

SCOPE OF PRACTICE

CHARACTERISTIC KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Certification / Requirements</p> <p>The qualifications of the faculty and staff meet or exceed the federal, state, and district certification requirements in all content areas and at all instructional levels.</p> <p>The requirements for personnel outlined in NCLB are known and being addressed by all impacted faculty and staff.</p> <p>Faculty and staff are recruited to enhance the capacity of the school to achieve its goals.</p>	<ul style="list-style-type: none"> ➤ Some classroom teachers in core instructional areas do not hold provisional or Professional Education for the subject areas they have been assigned. ➤ Some para-professional assistants assigned to instructional roles do not currently meet the requirement of NCLB. ➤ The school does not have a plan for the recruitment, training, and retention of highly qualified staff. ➤ No plan exists to ensure all staff becomes aware of the requirements. <p>Note: scoring in this area would indicate that the school does not meet current federal and state standards for staff qualifications.</p>	<ul style="list-style-type: none"> ➤ Some classroom teachers in core instructional areas hold provisional or Professional Education Certificates but are still assigned to subject areas in which they have not passed the Michigan Test for Teacher Certification (MTTC) basic skills test or appropriate subject area examination(s). ➤ The school has a written plan for the recruitment, training, and retention of highly qualified instructional staff, but has yet to implement the plan. <p>Note: scoring in this area would indicate that the school does not meet current federal and state standards for staff qualifications.</p>	<ul style="list-style-type: none"> ➤ The qualifications of all permanent staff meet state and district certification requirements in the content areas and grade levels. ➤ The school has a plan in place to ensure all teaching staff maintains their qualifications. ➤ All new (1992) elementary level teachers hold at least a bachelor's degree, and full state certification including passage of the MTTC basic skills test and the comprehensive elementary examination. ➤ All elementary teachers hired prior to 1992 passing a Michigan teaching certification hold at least a bachelor's degree and full state certification and have met at least one of the options provided by Section 1531 of the Michigan Revised School Code. ➤ The school has a plan in place, implemented, and monitored to recruit, train, and retain highly qualified instructional staff. 	<ul style="list-style-type: none"> ➤ Some of the instructional staff is currently working toward master's degrees and/or National Board Certification. ➤ Some of the instructional staff has received master's degrees and/or National Board Certification. The school monitors the implementation of their plan and makes adjustments as indicated by the results of the monitoring data.

POSSIBLE DATA SOURCE(S)

EXAM PLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Audit of teacher credentials	Extent to which staff meet certification and licensure requirements
<input type="checkbox"/> Teacher candidate interview notes	Questions designed to match the needs of the student population with new staff
<input type="checkbox"/> District promotional hiring materials	Descriptions of district promotions to attract new teachers

DISCUSSION QUESTIONS

1. What measures are taken to assure that all staff meets requirements as specified in federal laws?
2. What procedures are in place to assure that teacher assignments to courses match their approved certifications and endorsements?

SCOPE OF PRACTICE

CHARACTERISTIC KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. NCLB (Highly Qualified)</p> <p>The requirements for personnel outlined in NCLB are known and being addressed by all impacted faculty and staff.</p>	<ul style="list-style-type: none"> ➤ Not all staff in the building is aware of the requirement of NCLB regarding staff qualifications. ➤ No plan exists to ensure all staff becomes aware of the requirements for NCLB. 	<ul style="list-style-type: none"> ➤ Some staff is aware of the requirements for NCLB. ➤ There is a plan at the school to notify all staff of NCLB requirements, but it is not currently implemented. ➤ There is a plan in place to provide continuing education opportunities, but it has not been implemented. 	<ul style="list-style-type: none"> ➤ All staff indicates an awareness of the requirements for Highly Qualified as outlined in NCLB and meet the stated criteria. ➤ The school has a plan in place to ensure all teaching staff maintains their qualifications. 	<ul style="list-style-type: none"> ➤ Some of the instructional staff is currently working toward National Board Certification. ➤ Some of the instructional staff has received National Board Certification. ➤ The school monitors the implementation of their plan and makes adjustments as indicated by the results of the monitoring data.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Audit of teacher credentials	Percentage of staff certified as highly qualified
<input type="checkbox"/> District Promotional Hiring Materials	Description of district promotions to attract new teachers

NOTES

STRAND III: PERS. & PROF. LEARNING > STANDARD 1: PERS. QUALIFICATIONS > BENCHMARK B: SKILLS, KNOWLEDGE & DISPOSITION

The school has highly qualified personnel who continually acquire and use skills, knowledge, attitudes, and beliefs necessary to create a culture with high levels of learning for all.

STANDARD 1: PERSONNEL QUALIFICATIONS

School/district staff qualifications, knowledge, and skills support student learning.

Benchmark B: Skills, knowledge and dispositions

Staff has the professional skills to be effective in their positions.

DISCUSSION QUESTIONS

1. Describe the types of professional development opportunities given to teachers to maintain or enhance content knowledge or pedagogy.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Content Knowledge</p> <p>Staff members have extensive knowledge of their content area and/or grade level and maintain this knowledge through participation in frequent professional development opportunities.</p> <p>They seek frequent opportunities to share this knowledge through collaboration with other staff.</p>	<ul style="list-style-type: none"> ➤ Staff is frequently required to teach outside their area of content knowledge. ➤ Staffs do not have discretion in the choice of professional development activities. 	<ul style="list-style-type: none"> ➤ The majority of teaching staff demonstrate competency in their content area and/or grade level through their individual teaching practices. ➤ Most staff members update their content knowledge by participating in professional development opportunities. 	<ul style="list-style-type: none"> ➤ All teaching staff demonstrate competency in their content area and/or grade level through teaching practices and staff collaboration. ➤ All staff members attend periodic staff development offerings to enhance their content knowledge and frequently apply the new knowledge in classroom practice. 	<ul style="list-style-type: none"> ➤ All teaching staff demonstrates through teaching practices and collaborative staff interactions that they have extensive knowledge within their content area and/or grade level. ➤ Staff members are requested as consultants by educators from other schools and districts. ➤ Staff members frequently update their content knowledge through accessing a variety of professional development opportunities, and demonstrate that they are consistently applying the new knowledge in the classroom.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Professional Development Plan and records	Professional development focusing on content knowledge based on needs assessment of teachers; information made available to teachers for distance
<input type="checkbox"/> Observational protocols	Extent to which teachers demonstrate expertise in their content area/grade level;
<input type="checkbox"/> Teacher resumes	Description of leadership roles taken with other staff and other districts or local / national professional organizations

NOTES

DISCUSSION QUESTIONS

1. In what ways does staff communicate effectively with students, parents, and colleagues?
2. Where communications within the school and between the school and community are not effective, what opportunities are provided to enhance communication skills?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Communication</p> <p>All staff members communicate effectively and frequently both orally and in written form with parents, students and each other.</p> <p>Accurate and direct communication is a high priority of the school.</p>	<ul style="list-style-type: none"> ➤ Communication between staff and parents occurs primarily through parent/teacher conferences and traditional parent/teacher organization events. 	<ul style="list-style-type: none"> ➤ Individual staff members have the skill to communicate effectively with students, parents, and colleagues and take responsibility for this communication. ➤ Communication within instructional levels occurs periodically. 	<ul style="list-style-type: none"> ➤ Structures are in place that provides frequent opportunities for students and parents to communicate directly with instructional and administrative staff. ➤ Parents and students receive regular written communications from the school. ➤ Staff training has been provided and staff communicates on a regular basis with others at their instructional level. Periodic communication also occurs across grade levels and/or departments. 	<ul style="list-style-type: none"> ➤ The school has a variety of structures in place that provide frequent opportunities for students and parents to communicate directly with instructional and administrative staff. ➤ There are frequent communications between the school and its staff and parents and students. These communications are viewed as effective by their intended audience. ➤ All staff has received training in and/or can demonstrate that they are able to communicate effectively with a culturally and linguistically diverse population. ➤ Structures are in place to assure that staff communicates regularly within and across grade levels and content areas. ➤ Training has been provided to all staff in effective team communication strategies.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Classroom, building, and district newsletters; web page information and Email list serves; teacher phone calls and Emails to parents	Demonstration of accuracy and frequency of communications
<input type="checkbox"/> Communications inviting parents to school events	Frequency of events focused on parent and student communication
<input type="checkbox"/> Professional Development Plan	Training focused on communication
<input type="checkbox"/> Surveys	Staff and parent perceptions of effectiveness and frequency of communications; attitudes toward school communications among culturally and linguistically diverse populations
<input type="checkbox"/> IEP goal progress reports	Forms in CA-60
<input type="checkbox"/> Daily journal logs	Communication notes
<input type="checkbox"/> Student handbook	Policies, procedures, regulations

DISCUSSION QUESTIONS

1. Is there a school-wide behavioral management plan in place?
2. What procedures were used to develop the plan and to ensure its consistent implementation?

SCOPE OF PRACTICE

CHARACTERISTIC/	GETTING STARTED	PARTIALLY	IMPLEMENTED	EXEMPLARY
<p>3. School/Classroom Management</p> <p>All staff agrees that behavioral management is a top priority for the school.</p> <p>The entire school community is aware of and understands the school's behavioral management plan which has been developed with extensive input from stakeholders.</p>	<ul style="list-style-type: none"> ➤ The school's code of discipline is not reviewed on a regular basis. It tends to be punitive and offers few opportunities for students to learn from the situation. ➤ The code is imposed on the students and is inconsistently enforced. 	<ul style="list-style-type: none"> ➤ A school-wide behavioral management plan is in place. ➤ Staff is working toward enforcing the plan in a consistent manner. ➤ Each teacher has a separate behavioral management plan within the classroom. 	<ul style="list-style-type: none"> ➤ A school-wide behavioral management plan is in place and enforced in a consistent manner. ➤ All staff members have clearly established routines and behavioral expectations within their classrooms. ➤ School staff has agreed that consistent enforcement of the school's behavioral management plan is a school-wide goal. 	<ul style="list-style-type: none"> ➤ With extensive staff input, the school has developed and enforces a school-wide behavioral management plan that supports students' understanding and internalization of the importance of the stated norms, rules, and expectations for behavior. ➤ All staff members have clearly established routines and behavioral expectations within their classrooms that are consistent with the school-wide plan and across classrooms. ➤ There is common agreement among staff members, students and parents, that the school-wide behavioral management plan is fairly and consistently enforced.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Professional Development Plans	Teacher workshops on student engagement and discipline
<input type="checkbox"/> District policies and procedures	Procedures governing student behavior; classroom rules and policies
<input type="checkbox"/> School policy manual	Behavioral expectations and management plans

NOTES

DISCUSSION QUESTIONS

1. Describe the process used by staff to collaborate on student learning.
2. What training and/or support are provided for collaboration opportunities and for skill development?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Collaboration</p> <p>Staff members are structured into collaborative teams specifically designed to enhance student achievement.</p> <p>All instructional staff has the skill to be effective collaborators and value the contribution that collaboration makes to student success.</p>	<ul style="list-style-type: none"> ➤ The extent to which collaboration occurs at the school is dependent upon the initiative of individual teachers and/or grade levels or departments. ➤ While some staff employs strong collaborative skills, others either do not have these skills and/or do not choose to collaborate. 	<ul style="list-style-type: none"> ➤ Teachers collaborate at grade levels and/or departments. ➤ While some staff has had collaborative skill training, collaboration is not the primary mode of decision-making or professional development. 	<ul style="list-style-type: none"> ➤ A common mode of decision-making and professional development at the school is through collaborative teams. ➤ The majority of staff members have participated in professional development designed to enhance their collaboration skills. 	<ul style="list-style-type: none"> ➤ The primary mode of decision-making and professional development at the school is through collaborative teams within and across grade levels and departments. ➤ All instructional staff is skilled in collaborative techniques including: decision-making skills, managing conflict, stages of team dynamics, providing constructive feedback, and group maintenance skills.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Team meeting agendas and minutes	Evidence of collaboration and collaborative decisions
<input type="checkbox"/> Professional development schedule	Extent to which professional development is collaborative and occurs on a regular basis

Notes

DISCUSSION QUESTIONS

1. What procedures are in place to help teachers determine individual student learning styles, interests, and cultural backgrounds?
2. Describe teaching practices that demonstrate differentiated instruction.
3. What opportunities are provided to help teachers employ student-centered strategies and practices?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Student-Centered</p> <p>Instruction at the school is student-centered. Staff views each student in a holistic manner and teach to individual learning styles, interests, and cultural backgrounds.</p>	<p>➤ Some staff members at the school demonstrate student-centered practices but the primary emphasis at the school is on teaching content.</p>	<p>➤ Some staff members employ some of the following student-centered instructional strategies:</p> <ul style="list-style-type: none"> ▪ providing meaningful and relevant activities; ▪ demonstrating high expectations for all students; ▪ differentiating instruction; ▪ conducting authentic assessments, and ▪ Displaying sensitivity to cultural differences. 	<p>➤ Most staff members demonstrate their application of student-centered instruction through a variety of ways in the classroom such as:</p> <ul style="list-style-type: none"> ▪ Providing meaningful and relevant activities; ▪ demonstrating high expectations for all students; ▪ differentiating instruction; ▪ conducting authentic assessments; and ▪ Displaying sensitivity to cultural differences. <p>➤ The majority of staff teaches in a holistic way. They demonstrate that they take into account the cognitive, social, emotional, and physical needs of each individual.</p>	<p>➤ All instructional staff members demonstrate their application of student-centered instruction through a variety of ways in the classroom including:</p> <ul style="list-style-type: none"> ▪ providing meaningful and relevant activities; ▪ demonstrating high expectations for all students; ▪ differentiating instruction; ▪ conducting authentic assessments; and ▪ Displaying sensitivity to cultural differences. <p>➤ All staff teaches in a holistic way. They demonstrate that they take into account the Cognitive, social, emotional and physical needs of each individual.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Policies and Procedures Manual	Description of policies that emphasize student needs as the priority
<input type="checkbox"/> Survey	Extent to which teachers report that administrators provide time for planning and equipment and materials for instruction
<input type="checkbox"/> Observational protocol	Description of teaching practices that demonstrate student-centered instruction
<input type="checkbox"/> District-wide publications	Incorporation of district-wide vision, mission and belief statements

NOTES

Discussion Questions

1. In what ways does staff possess/use technology skills to support/enhance professional practice?
2. Describe the ways that educational technology is being integrated into curriculum, instruction, and assessment.
3. What professional development opportunities are available to staff with regard to the integration of educational technology?

SCOPE OF PRACTICE

CHARACTERISTIC / KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>6. Technology</p> <p>All staff is skilled in the use of technology for communication, teaching and learning and information management. They mentor and guide their students in the effective use of technology to meet high standards.</p>	<p>➤ Technology use is beginning to become an important tool for instruction. Staff members are developing the necessary skills to effectively employ technology in their instructional practice.</p>	<p>➤ Most staff members have a basic understanding of the use of technology for purposes such as: accessing student assessment data; communicating with parents and students and; designing curricula and assessments.</p> <p>➤ Some instructional staff members understand and can employ basic technology applications such as word processing and spreadsheets, and can assist their students in accessing the internet for instructional purposes.</p>	<p>➤ All staff employs technology for particular purposes such as: accessing student assessment data; communicating with parents, and students and; designing curricula and assessments.</p> <p>➤ All staff members understand and can employ basic technology applications including word processing, and spreadsheets and assistive technology where appropriate.</p> <p>➤ Instructional staff is able to assist their students in accessing the internet for instructional purposes.</p>	<p>➤ All staff employs technology in their daily practice for a variety of purposes including accessing student assessment data, communicating with parents and students, and designing curricula and assessments.</p> <p>➤ All instructional staff members assist their students in learning technology applications Including presentation software, spreadsheets, and word processing programs and assistive technology where appropriate.</p> <p>➤ All instructional staff uses technology in multiple ways to achieve their instructional goals.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Observational protocols	Utilization of programs to support instructional technology; extent to which teachers employ technology for a variety of uses and in a variety of contexts
<input type="checkbox"/> Professional Development Plan	Description of ongoing professional development supporting the use of Technology
<input type="checkbox"/> IEP team report	Progress reports & report cards
<input type="checkbox"/> Three-year Technology Plan	Professional development activities

NOTES

School Process Analysis

Strand III: Personnel and Professional Learning

Standard 1: Personnel Qualifications

Benchmark A: Requirements

Key Characteristics: Certification/Requirements, NCLB (Highly Qualified)

Benchmark B: Skills, Knowledge and Dispositions

Key Characteristics: Content Knowledge, Communication, School/Classroom Management, Collaboration, Student-Centered, Technology.

The following questions reflect the school's overall analysis of the self assessment of the Benchmarks and Key Characteristics contained in Standard 1 of Strand III of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Personnel Qualifications	Implemented	Exemplary
Certification/Requirements		
NCLB (Highly Qualified)		
Content Knowledge		
Communication		
School/Classroom Management		
Collaboration		
Student-Centered		
Technology		

3. Using the following chart, what did the staff identify as challenges?

Personnel Qualifications	Getting Started	Partially Implemented
Certification/Requirements		
NCLB (Highly Qualified)		
Content Knowledge		
Communication		
School/Classroom Management		
Collaboration		
Student-Centered		
Technology		

STRAND III: PERSONNEL & PROFESSIONAL LEARNING

The school has highly qualified personnel who continually acquire and use skills, knowledge, attitudes, and beliefs necessary to create a culture with high levels of learning for all.

STANDARD 2: PROFESSIONAL LEARNING

Professional learning is conducted with colleagues across the school/district on improving staff practices and student achievement.

Benchmark A: Collaboration

Professional development is conducted with colleagues across the school/district on improving staff practices and student achievement.

DISCUSSION QUESTIONS

1. How frequently and in what ways do teachers collaborate regarding curriculum, instruction, review of data, research and best practices?
2. How are teachers of special needs students (i.e., special education, English Language Learners) included in collaborative activities?
3. Describe ways that teachers are afforded opportunities to mentor/coach other teachers, to model teaching strategies, and to

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Staff Participates in Learning Teams</p> <p>All instructional staff has the skill to be effective collaborators and value the contribution that collaboration makes to student success.</p> <p>Professional development is seen as a collaborative staff activity. Teams of staff members are provided regularly scheduled time in order to collaborate around common professional development opportunities.</p>	<ul style="list-style-type: none"> ➤ While some staff employs strong collaborative skills, others either do not have these skills or do not choose to collaborate. ➤ The school encourages teachers to meet to discuss professional development experiences, but common time is not built into the school schedule. 	<ul style="list-style-type: none"> ➤ While some staff has had collaborative skill training, collaboration is not the primary mode of decision-making or professional development. ➤ Teachers from the same department, grade level, or content area career cluster have the opportunity to meet periodically to collaborate around common professional development experiences. 	<ul style="list-style-type: none"> ➤ The majority of staff members have participated in professional development designed to enhance their collaboration skills. ➤ Teams of staff members within and across grade levels and/or departments (including English Language Learners & Special Education and/or content area career cluster), meet periodically to collaborate around context-embedded professional 	<ul style="list-style-type: none"> ➤ All instructional staff is skilled in collaborative techniques including: decision-making skills, managing conflict, stages of team dynamics, providing constructive feedback, and group maintenance skills. ➤ Teams of staff members within and across grade levels and/or departments (including English Language Learners & Special Education and/or content area career cluster), meet weekly to collaborate around context-embedded professional development. ➤ Professional development initiatives are enhanced through constructivist practice including action research, peer study groups, and demonstration classrooms within the school. ➤ It is the highest priority of the school to maintain consistency in both the membership of and the common time allotted to collaborative teams.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Team meeting agendas and minutes	Description of collaborative practices occurring within and across grade levels and content areas
<input type="checkbox"/> Professional development schedule	Evidence of regularly-scheduled professional development opportunities
<input type="checkbox"/> Survey	Teacher reports of variety of opportunities for context-embedded professional development; teacher reports of coaching/mentoring opportunities
<input type="checkbox"/> Common planning time schedule	Documentation of scheduling of planning time for teacher teams
<input type="checkbox"/> Professional Development Plan	Demonstration of implementation strategies that incorporate collaboration such as coaching/mentoring, action research, or peer study groups

NOTES

DISCUSSION QUESTIONS

1. What opportunities are available for staff to continuously collaborate for the purpose of modifying instruction based on ongoing student performance?
2. What training is provided for teachers in the analysis of individual student achievement?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
2 Staff Collaboratively Analyze Student Work Staff continuously collaborates to adjust instruction based on on-going student performance.	➤ Student work is analyzed primarily by the individual teacher who works with that student.	➤ The analysis of student work occurs primarily by school improvement teams for the purpose of informing the school improvement plan.	➤ Teacher teams within grade levels or content areas meet periodically to analyze student work to enhance the achievement of individual students as well as analyze and improve the instructional program.	➤ Teacher teams within grade levels or content areas meet on a weekly basis to analyze student work to enhance the achievement of individual students, as well as analyze and improve the instructional program.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Meeting minutes	Description of collaborative analysis of student work; extent to which staff discusses student progress, and required revisions in instruction
<input type="checkbox"/> Lesson plans	Description of lessons revised based upon analysis of student work and Progress
<input type="checkbox"/> Collaborative teaching model	CTE/Academic curriculum produced

NOTES

STRAND III: PERSONNEL & PROFESSIONAL LEARNING

The school has highly qualified personnel who continually acquire and use skills, knowledge, attitudes, and beliefs necessary to create a culture with high levels of learning for all.

STANDARD 2: PROFESSIONAL LEARNING

Professional learning is conducted with colleagues across the school/district on improving staff practices and student achievement.

Benchmark B: Content and Pedagogy

Professional development at schools/districts emphasizes both content and pedagogy of teaching and learning.

DISCUSSION QUESTIONS

1. List the professional development activities provided that is based on current research and best practices.
2. What percent of the building staff has participated in one or more of the professional learning activities provided on best practices?
3. What process is in place to ensure that district-provided professional development is driven by district standards and student data?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Uses Best Practices Professional development initiatives lead teachers to reflect on their content and pedagogy. These initiatives inform and strengthen the connection between classroom application and student achievement.	> Professional development initiatives are controlled from the district level with limited input allowed from the individual school site.	> Professional development initiatives follow from the school improvement plan with limited input from staff members, and there is little connection from one initiative to the next.	> All professional development activities are based on current research and best practices. > Professional development is driven by district standards and student data and focuses on both content and pedagogy.	> All professional development, driven by district standards, program and student data, is based on current research and best practices and has been shown to demonstrate effectiveness in classroom application. > The school offers on-going opportunities for staff to acquire and apply interrelated long-term professional development content to practice. > Professional development initiatives train teachers to integrate core skills (for example, literacy, mathematics, and higher order thinking) into all content areas.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Meeting agendas and minutes	Documentation of discussions of instructional practices
<input type="checkbox"/> Observational protocols	Demonstration of on-going use of instructional practices discussed during collaborative meeting time
<input type="checkbox"/> Surveys	Extent to which staff reports integration of professional development strategies into classroom practice in core content areas
<input type="checkbox"/> CTE follow up data	Professional development using reports
<input type="checkbox"/> Professional development activities	Records of teacher professional development

NOTES

DISCUSSION QUESTIONS

1. What content-specific professional development is provided to increase teachers' depth of understanding and ability to deliver the content?
2. What training opportunities in the Content Expectations (GLCE, HSCE), the Michigan Curriculum Framework, and the School Improvement Framework are provided for new staff?
3. How is staff kept current with regard to changes in Content Expectations, the Michigan Curriculum Framework, and the School Improvement Framework?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Applies Curriculum Content</p> <p>Curriculum content is a key component of professional development. Staff participation in professional development results in improved delivery of the curriculum content.</p>	<p>➤ Due to the disjointed nature of professional development initiatives, staff members frequently do not have the opportunity to focus on curriculum content.</p>	<p>➤ Teachers are provided opportunities to expand their content knowledge through professional development opportunities but follow-through regarding the results of these opportunities is dependent on individual initiative.</p>	<p>➤ Professional development expands a teacher's understanding of the classroom content, and it provides ongoing support to increase the teacher's ability to deliver the content.</p>	<p>➤ Professional development opportunities allow teachers to become immersed in the content in a way that provides them a deeper understanding, and results in documented changes in the curriculum and its delivery.</p>

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Unit plans; observational protocols	A description of how the Michigan Content Expectations (GLCE, HSCE) are being taught.
<input type="checkbox"/> Survey	Extent to which professional development is perceived as improving the delivery of curriculum
<input type="checkbox"/> Teacher Professional Development in specific content area	Professional development records
<input type="checkbox"/> Externship	Teacher participation in industry experience

NOTES

DISCUSSION QUESTIONS

1. Describe the process used to ensure new teachers are recruited and supported in a manner that helps them be successful.
2. What Information/data is collected to monitor this process?
3. How is this information/data collected and used to respond to the unique needs of the new teacher? Give examples.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Induction / Mentoring / Coaching</p> <p>Each new teacher participates in an extensive induction program over at least a three year period. A Master Teacher is assigned to each new teacher. This teacher provides an intensive mentoring and coaching experience for the new teacher.</p>	<p>➤ Although each new teacher is assigned a mentor and has a professional development plan the induction and mentoring program is loosely structured and inconsistently applied.</p>	<p>➤ The state-required induction and mentoring program is provided for each new teacher. One Master Teacher is assigned for each new teacher and this teacher mentors and coaches the new teacher at least 15 days over a three year period.</p>	<p>➤ A structured induction program for all new instructional staff lasts three or more days and occurs prior to the formal teaching experience. Mentors provide modeling of instruction and feedback on the mentee's instructional practice for at least 20 days over that period.</p> <p>➤ Each new staff member is assigned a mentor chosen from the experienced teachers at the school.</p> <p>➤ Mentors serve as coaches for new staff for at least a three year period. Mentors provide modeling of instruction and feedback on the mentee's instructional practice. This program focuses on an overview of the school's policies and procedures and provides basic profile information on the new teacher's students.</p>	<p>➤ Each new staff member is assigned at least one job-alike Master Teacher who maintains a long-term relationship (at least three years) with the new teacher and mentors and coaches the new teacher for at least 25 days over that time period.</p> <p>➤ The new teacher induction program incorporates a Professional Development Plan geared to the needs of the new teacher and the professional development goals of the school.</p> <p>➤ A comprehensive professional development program provides on-going collegial training for the Master Teachers.</p> <p>➤ The new teacher's Professional Development Plan is revised based upon feedback from the teacher evaluation.</p> <p>➤ The new teacher induction program provides a comprehensive orientation prior to the start of school and includes an overview of its curriculum, the school's instructional focus, information regarding important policies and procedures and profile data on the teacher's students.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

New teacher orientation materials

Description of induction and mentoring program

Survey
induction/mentoring program

Value that new and experienced teachers place on the

NOTES

STRAND III: PERSONNEL & PROFESSIONAL LEARNING

The school has highly qualified personnel who continually acquire and use skills, knowledge, attitudes, and beliefs necessary to create a culture with high levels of learning for all.

STANDARD 2: PROFESSIONAL LEARNING

Professional learning is conducted with colleagues across the school/district on improving staff practices and student achievement.

Benchmark C: Alignment

School/district professional development is needs-based, aligned, job-embedded, and results-driven.

DISCUSSION QUESTIONS

1. Describe how the school ensures that professional development is directly linked to teaching and learning goals.
2. How are professional learning opportunities provided to meet identified individual/group staff needs?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Aligned Professional development is strategically aligned with the school improvement plan as well as all state and district initiatives and frameworks. The expected outcome from these initiatives is an increase in student achievement and consistency in instructional practices.	➤ The majority of the professional development decisions are based upon the needs or desires of teachers, the principal or the district agenda. Little attention is paid to the standards and benchmarks under which the school is supposed to operate.	➤ Although there is an effort to align professional development initiatives to school improvement planning and district initiatives, the needs of individuals, and/or groups of staff members frequently take precedence.	➤ All professional development experiences are aligned with the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework, CTE Curriculum Standards, district initiatives and the school improvement plan or, as appropriate, the Supported Independence Level Curriculum.	➤ A committee of staff members from across the grade levels and content areas has been formed to assure that all professional development is directly linked to the school improvement plan, district initiatives and the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework, CTE Curriculum Standards, or, as appropriate, the Supported Independence Level Curriculum.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Records and reports of curriculum committees	Documentation of the cycle of curriculum review and discussions of alignment of curriculum with the Content Expectations (GLCE, HSCE) or Michigan Curriculum Framework (where appropriate).
<input type="checkbox"/> Documentation of professional development initiatives	Description of the extent and types of self-determined professional development that is occurring
<input type="checkbox"/> School Improvement Plan	Inclusion of professional development initiatives and their relationship to the student achievement goals in the plan

NOTES

DISCUSSION QUESTIONS

1. Describe the plan for directly connecting content and/or pedagogy with professional development for individual teachers as well as groups of teachers.
2. Describe the opportunities teachers have to provide relevant and meaningful training to peers.
3. Describe the format and frequency of teacher-to-teacher training opportunities.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Job-Embedded</p> <p>Professional development is an essential component of the school improvement plan. Its job-embedded nature has been accepted as an integral part of the school culture. The professional needs of the staff and adult learning theory drive professional development pedagogy.</p>	<ul style="list-style-type: none"> ➤ Professional development activities are seen as “events” and tend to be isolated, whole-group training sessions with no systematic follow-up support. 	<ul style="list-style-type: none"> ➤ Professional development initiatives are focused primarily on the district agenda. ➤ Although no formal structures to follow up on professional development are in place, teachers are encouraged to apply their learning and share the outcomes with colleagues. 	<ul style="list-style-type: none"> ➤ Professional development is tied directly to the enhancement of curriculum and teaching practices. ➤ The school encourages teachers and other staff to provide training to their peers in order to provide relevant and meaningful in-house professional development. ➤ Professional development initiatives take into account the diversity of staff experience, backgrounds, areas of expertise, and teaching assignments. 	<ul style="list-style-type: none"> ➤ Integrated, structured ➤ Opportunities for staff to pursue professional development are part of the regular school schedule. ➤ The school provides relevant, job-embedded professional development such as: coaching (peer and/or expert), facilitated study groups, and action research. ➤ The professional development initiatives are widely varied and include opportunities for participation of all adults whether certified or non-certified.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Professional Development Plans and Descriptions	Description of opportunities experienced by teachers to study new instructional, assessment, or classroom management techniques and strategies in their classrooms and their interaction with peers and other support personnel around these opportunities; professional development delivery options including modeling and demonstration
<input type="checkbox"/> Professional Development Logs	Description of activities that demonstrate involvement in job-embedded professional development
<input type="checkbox"/> School Improvement Plan	Description of professional development initiatives and their job-embedded nature

NOTES

DISCUSSION QUESTIONS

1. Describe how professional development activities have led to increased student achievement.
2. Describe the ways professional development activities are evaluated with regard to staff participation and impact on the instructional program.
3. How are the evaluation results used to determine the level of support that is needed, the type of follow-up activities and any future plans?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Results-Driven</p> <p>Teacher input is a key feature in the analysis of professional development initiatives. Results are solicited and analyzed based upon the changes in classroom practice, implementation of the curricular and instructional program, and the impact on student achievement.</p>	<p>➤ Professional development initiatives are primarily district-driven. Although the professional development activities are formally evaluated, the results of the evaluations have little or no impact on future professional development initiatives.</p>	<p>➤ Professional development initiatives are aligned with the school improvement plan. Formal evaluations are conducted upon completion of the initiatives and the results of these evaluations are considered for future professional development.</p>	<p>➤ The professional development evaluation results are used to determine the level of support that is needed, the type of follow-up activities and any future plans.</p> <p>➤ A comprehensive evaluation plan for professional development is in place and includes an assessment of effective implementation, the impact on teacher practice and positive changes in student achievement.</p>	<p>➤ The evaluation of the professional development initiatives is ongoing and embedded within the structure of the particular initiative. Individual teachers and teacher teams analyze the results of the initiative based upon changes in teaching practice.</p> <p>➤ A continuous improvement cycle is the foundation of all professional development initiatives. Results are continually analyzed by individual teachers and teacher teams based upon changes in instructional practice and student achievement.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School Improvement Plan	Role of data analysis in strategies to improve student learning; frequency and comprehensiveness in data-gathering and extent to which data is analyzed to monitor student progress
<input type="checkbox"/> Survey	Reports of the value placed upon and the attitudes toward the relationship between student achievement and professional growth
<input type="checkbox"/> Professional Development Plan	Role that evaluation plays in analysis of the effectiveness of professional development and its impact on student achievement

NOTES

School Process Analysis

Strand III: Personnel and Professional Learning

Standard 2: Professional Learning

Benchmark A: Collaboration

Key Characteristics: Staff Participates in Learning Teams, Staff Collaboratively Analyze Student Work

Benchmark B: Content and Pedagogy

Key Characteristics: Uses Best-Practice, Applies Curriculum Content, Induction/Mentoring/Coaching

Benchmark C: Alignment

Key Characteristics: Aligned, Job-Embedded, Results Driven

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 2 of Strand III of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Professional Learning	Implemented	Exemplary
Staff Participates in Learning Teams		
Staff Collaboratively Analyze Student Work		
Uses Best Practices		
Applies Curriculum Content		
Induction/Mentoring/Coaching		
Aligned		
Job-Embedded		
Results Driven		

3. Using the following chart, what did the staff identify as challenges?

Professional Learning	Getting Started	Partially Implemented
Staff Participates in Learning Teams		
Staff Collaboratively Analyze Student Work		
Uses Best Practices		
Applies Curriculum Content		
Induction/Mentoring/Coaching		
Aligned		
Job-Embedded		
Results Driven		

**School Improvement Framework
School Process Analysis**

The following chart will organize the system processes and practice challenges the school identified during the self-assessment process of all of the Key Characteristics within Strand III of the School Improvement Rubrics, and identify which of the student achievement goals, identified in Part 1 of the CNA, they can be aligned with as support.

Focus Question: What in our systems and practices may be impacting our student achievement? Use the chart below to identify challenges in the school system practices, the content areas they impact and to identify which areas you want to include in your school improvement plan.

**Strand III: Personnel and Professional Learning
Key Characteristic Challenges**

Include in Plan	Alignment with Student Goals					Standard 1: Personnel Qualifications	Getting Started	Partially Implemented
	ELA	M	S	SS	O*			
						Certification/Requirements		
						NCLB (Highly Qualified)		
						Content Knowledge		
						Communication		
						School/Classroom Management		
						Collaboration		
						Student-Centered		
						Technology		
						Standard 2: Professional Learning		
						Staff Participates in Learning Teams		
						Staff Collaboratively Analyze Student Work		
						Uses Best Practices		
						Applies Curriculum Content		
						Induction/Mentoring/Coaching		
						Aligned		
						Job-Embedded		
						Results Driven		

* Other Curriculum Content areas contained within the Michigan Curriculum Framework

STRAND IV: SCHOOL AND COMMUNITY RELATIONS

The school staff maintains purposeful, active, positive relationships with families of its students and with the community in which it operates to support student learning.

STANDARD 1: PARENT/FAMILY INVOLVEMENT

Schools actively and continuously involve parents and families in student learning and other school activities.

BENCHMARK A: COMMUNICATION

School/parent/family communications are two-way, ongoing and meaningful.

DISCUSSION QUESTIONS

1. Identify/list the various ongoing two-way communication tools/strategies that the school uses - that are school-wide - to keep parents actively involved in their child’s education. Do these strategies/communication tools take into consideration the needs of parents (e.g., parent schedules, transportation, translation, interpretation, child care)? Who is responsible for implementation - individual teachers, the building principal, or a school leadership team?
2. What data is collected and analyzed to measure the success of the various strategies/communication tools? Who is responsible for gathering, analyzing, and sharing the data?
3. As a result of the data analysis, what changes have been/will be made regarding strategies/communication tools?
4. Does the school have a parent contact; a parent who would welcome new families, orients new families, and act as an ombudsman for families?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Methods</p> <p>The school believes that in order for its students to be successful it must have a strong, vibrant system of communication with parents/families. To achieve this goal, it relies on a variety of two-way, on-going, and meaningful communication methods.</p>	<ul style="list-style-type: none"> ➤ Communication between parents/ families and the school is dependent primarily on individual teachers. ➤ The school uses the traditional quarterly reporting period to communicate about student progress and curricular expectations. 	<ul style="list-style-type: none"> ➤ The school employs a few basic strategies to communicate with its parents/ families. ➤ The primary focus of school communication is one-way from the school to the parents/families. ➤ There are limited school-wide efforts to communicate with parents/ families. The primary mode of communication is through the individual classroom teacher. ➤ The school provides parents with important school and district policies and procedures. 	<ul style="list-style-type: none"> ➤ The school uses several strategies to facilitate communication with parents/families. its ➤ The school has in place a system of two-way, ongoing parent/family communication to share and gather information periodically throughout the year. ➤ The strategies employed to communicate with parents are reassessed on a regular basis. ➤ The school and individual teachers frequently communicate and articulate information that is related to student progress and approved curriculum. ➤ A structure is in place to welcome new families to the school. 	<ul style="list-style-type: none"> ➤ The school uses a variety of strategies to facilitate communication with its parents/families, paying particular attention to the economic and cultural diversity of its population. ➤ The school has in place a system of two-way, ongoing parent/family communication that uses multiple methods to share and gather information frequently throughout the year. ➤ The school is continually assessing the quality and impact of its parent/ family communication system and adjusting the system in response to the data. ➤ The school, as well as individual teachers, frequently communicate with parents/families and share information that is related to student progress and approved curriculum. ➤ The school has a designated parent who welcomes orients and acts as an ombudsman to families new to the school.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> School/district websites; local cable TV channels; newsletters; brochures; voice message service	Data gathered from these sites: surveys; usage patterns; content of print material
<input type="checkbox"/> Surveys	Results of parent/community communication;
<input type="checkbox"/> Local newspaper	Articles that include information about the school; advertisements
<input type="checkbox"/> Methods of ELL parent/student communication	Use of interpreters; newsletters in native languages; provision of transportation to school events
<input type="checkbox"/> List of parent support mechanisms	Provision of transportation to school events; childcare; advocates
<input type="checkbox"/> School committee membership lists	Number of parents on committees
<input type="checkbox"/> Student progress reporting system	Evidence of varied methods to report student progress
<input type="checkbox"/> CTE annual notice of opportunities	Publication

NOTES

DISCUSSION QUESTIONS

1. Describe the ethnic diversity of the school population.
2. Describe the training provided teachers and administrators in order to understand the variety of cultural contexts in the community as it relates to conveying a welcoming environment.
3. How are parent involvement strategies assessed to determine their effectiveness?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Diversity</p> <p>The school places particular value on the diversity of its population. It demonstrates this belief through the diversity of its communication systems taking into account language, culture, economic status, and belief systems. Staff members are constantly looking for ways to bridge the gap between the culture at home and the school in order to develop meaningful conversations.</p>	<ul style="list-style-type: none"> ➤ Any communication that takes into account the diversity of the parents and families is dependent on the initiative of individual staff members. 	<ul style="list-style-type: none"> ➤ The school makes an effort to communicate with parents and families at traditional school functions, such as parent/teacher conferences and PTO sponsored events. 	<ul style="list-style-type: none"> ➤ The school employs a specified set of strategies and techniques based upon the diversity of the population (language, culture, economic status, belief systems). These strategies and techniques facilitate open and direct two-way communication with these diverse families. ➤ Training is provided to teachers in order to increase their understanding of diverse cultures. ➤ A staff member serves as a home-school liaison to facilitate communication with minority families. 	<ul style="list-style-type: none"> ➤ The school employs a variety of communication strategies and techniques based upon the diversity of the population (language, culture, economic status, belief systems). These strategies and techniques facilitate open and direct two-way communication with these diverse families. ➤ The school has a plan in place to assess the effectiveness of its communication system with all of its diverse populations. Changes are made to the strategies and techniques in place in response to the results of these assessments. ➤ Professional development is required of all staff to facilitate their communication with and understanding of diverse cultures. ➤ A home-school liaison is employed or designated from each significant minority population enrolled at the school and has the responsibility of supporting students, communicating with families, and assisting parents in supporting their children.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School/district communications/forms	Extent to which writing is direct, avoids jargon and displays sensitivity to a wide range of reading/comprehension levels; translation into languages spoken in the home
<input type="checkbox"/> Staffing	Availability of bilingual staff and volunteers to communicate with parents during school events; availability of childcare for parent meetings and conferences
<input type="checkbox"/> Meeting schedule	Extent to which meetings are held in a variety of convenient locations and times
<input type="checkbox"/> School calendar	Demonstration of attempts to avoid scheduling conflicts with cultural/religious days of significance
<input type="checkbox"/> IEP Meeting	Invitations

STRAND IV: SCHOOL AND COMMUNITY RELATIONS

The school staff maintains purposeful, active, positive relationships with families of its students and with the community in which it operates to support student learning.

STANDARD 1: PARENT/FAMILY INVOLVEMENT

Schools actively and continuously involve parents and families in student learning and other school activities.

BENCHMARK B: ENGAGEMENT

Schools have a systematic approach that encompasses a variety of meaningful activities/actions that engage parents/families as partners in helping students and schools succeed.

DISCUSSION QUESTIONS

1. Describe the system the school employs to recruit volunteers.
2. Describe the unique efforts made to contact and utilize volunteers from underrepresented groups.
3. Based upon a review of the variety of volunteer opportunities made available, which efforts support the school's learning goals? Which efforts do NOT support the school's learning goals? Based upon this analysis, which volunteer opportunities need to be re-evaluated?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Volunteering</p> <p>The school believes that an important aspect of maintaining purposeful, active, positive relationships with families is through opportunities to volunteer. The school utilizes volunteers in a variety of capacities and pays particular attention to recruiting volunteers from under-represented groups.</p>	<p>➤ Volunteer opportunities are limited to a few active parents, primarily through the parent/teacher organization.</p>	<p>➤ Most volunteers are recruited by individual teachers to assist the teacher and work with individual students. Others serve as assistants at the school level with clerical tasks or assisting in supervision of students.</p>	<p>➤ The school has an organized volunteer program in place. It provides a network of multiple opportunities utilized by the parents and coordinated with the school improvement plan.</p> <p>➤ A method to recruit volunteers is in place that allows them to express a preference for the role they would play.</p>	<p>➤ A structured program for parent volunteers serving in a variety of capacities focused on the school improvement plan is operational in the building.</p> <p>➤ A system to recruit volunteers is in place that matches the abilities and interests of parents with a variety of opportunities.</p> <p>➤ Teachers who request volunteers have equitable access to them.</p> <p>➤ The school has an outreach program in place to assure that parents from traditionally underrepresented groups are provided support to allow them to volunteer.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Newsletters; Websites	Advertisements for parent/community involvement
<input type="checkbox"/> Database	List of volunteers and community partners
<input type="checkbox"/> Board Policy	Description of policy regarding parent/community involvement
<input type="checkbox"/> Survey	Questions that provide feedback for volunteering program efforts

DISCUSSION QUESTIONS

1. Describe/list the scheduled periodic parent/family involvement activities that have as their purpose, enhancing the parents' education, as well as reinforcing and/or supporting their child's learning at home.
2. Describe efforts to build teacher, principal, and parent capacity to support underachieving students by engaging in effective parent involvement both at home and at school.
3. Describe how staff time is dedicated to facilitating communications and engagement with low-income and non-English proficient parents with clear objectives linked to improving student performance.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Extended Learning Opportunities</p> <p>The school is seen as a "learning organization" with parents serving a key role. Numerous extended learning opportunities are provided to parents in order to enhance their own education, as well as to reinforce and support their children learning at home.</p>	<ul style="list-style-type: none"> ➤ Parent/family involvement activities occur at the school on an infrequent basis. 	<ul style="list-style-type: none"> ➤ Periodic parent/family involvement activities occur at the school. ➤ The primary mode of assistance provided to parents of lower achieving students is through contacts with the classroom teacher. 	<ul style="list-style-type: none"> ➤ Parent/family involvement activities occur at the school, some of which extend beyond the walls of the school and into the neighborhoods that contribute to the diversity of the school. ➤ The school provides some opportunities for parents to learn how to improve their own skills and support their children's learning through classes, seminars, print material, and direct contact with their child's teacher. ➤ Periodic opportunities are provided to parents/families to learn about their child's instructional program. ➤ Some assistance is provided to parents of lower achieving students to help them provide additional academic support and guidance for their children at home. 	<ul style="list-style-type: none"> ➤ Parent/family involvement activities are diverse, frequent, and extend beyond the walls of the school and into the neighborhoods that contribute to the diversity of the school. ➤ The school provides numerous opportunities for parents to learn how to improve their own skills and support their children's learning through classes, seminars, print material, and direct contact with their child's teacher. ➤ Frequent opportunities are provided to parents/families to become knowledgeable about their child's instructional program. ➤ A targeted program is in place to help parents of lower achieving students provide additional academic support and guidance for them at home. ➤ A comprehensive volunteer training program to support student achievement is in place, organized and led by parents.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Newsletters; websites; teacher print distributions	Information on extended learning opportunities made available to parents; description of parent nights; opportunities for students to continue their learning at home; website that includes extended learning opportunities
<input type="checkbox"/> School committee participation lists and minutes	Degree to which parents participate on school committees
<input type="checkbox"/> Invitations to meetings and programs	Description of meeting locations and types of meetings held
<input type="checkbox"/> Open House and parent/teacher conferences	Records

DISCUSSION QUESTIONS

1. Describe the action plan the school has developed and implemented to create successful parent involvement in student learning and school activities.
2. What unique needs of parents and students – at each grade level – are being addressed in the action plan?
3. What data/information will the action team use to evaluate whether or not the goals have been achieved?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Decision-Making</p> <p>The school believes that parents and families are partners in helping students and the school succeed. In this role, they serve an important function as participants in the decision-making process. Particular efforts are made by the school to assure that the demographics of parents in leadership roles represent the diversity of the school population.</p>	<ul style="list-style-type: none"> ➤ The basic leadership role of parents is to participate in the parent organization. ➤ The parent organization serves primarily as a fund-raising organization at the school. 	<ul style="list-style-type: none"> ➤ There is limited parent involvement on school improvement committees. ➤ The school makes an attempt to solicit feedback regarding important school decisions but no coordinated structures are in place for this purpose. ➤ Parents serve a variety of traditional roles at the school such as fund raising, classroom support, and organizing school-wide activities. 	<ul style="list-style-type: none"> ➤ Parents are members of school improvement committees and their feedback is solicited and welcomed. ➤ The school attempts to balance parent membership on committees to reflect the demographics of the student population. ➤ Parents have designated roles in the school including participating in initiatives designed to improve student success. 	<ul style="list-style-type: none"> ➤ The school provides a structure for parents to serve as liaisons and provide feedback from the entire parent community. ➤ Parents serve in leadership roles on school improvement teams. ➤ Purposeful efforts are made to ensure that the demographics of parent leadership reflect the diversity of the school population. ➤ Parents serve many important roles at the school. They work as partners with school staff to enhance efforts to improve student achievement and overall school success. The demographics of parents serving in these roles are reflective of the student population.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School improvement committee list	Inclusion of parents
<input type="checkbox"/> Parent organization committee membership	Number and diversity of parents involved
<input type="checkbox"/> School/district curriculum and program committees	Extent of parent involvement on these committees
<input type="checkbox"/> Parent organization activities list	Diversity of roles served by the parent organization in enhancing student achievement
<input type="checkbox"/> Program advisory committee meetings	Minutes and roster

School Process Analysis

Strand IV: School and Community Relations

Standard 1: Parent/Family Involvement

Benchmark A: Communication

Key Characteristics: Methods, Diversity

Benchmark B: Engagement

Key Characteristics: Volunteering, Extended Learning Opportunities, Decision-Making

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 1 of Strand IV of the School Improvement Framework.

Focus Questions:

- 1. As the staff reviewed the responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
- 2. Using the following chart, what did the staff identify as areas of strength?

Parent/Family Involvement	Implemented	Exemplary
Methods		
Diversity		
Volunteering		
Extended Learning Opportunities		
Decision-Making		

- 3. Using the following chart, what did the staff identify as challenges?

Parent/Family Involvement	Getting Started	Partially Implemented
Methods		
Diversity		
Volunteering		
Extended Learning Opportunities		
Decision-Making		

STRAND IV: SCHOOL AND COMMUNITY RELATIONS

The school staff maintains purposeful, active, positive relationships with families of its students and with the community in which it operates to support student learning.

STANDARD 2: COMMUNITY INVOLVEMENT

The community-at-large is supportive and involved in student learning and other school activities.

BENCHMARK A: COMMUNICATION

Communications within the community are welcoming, visible, purposeful, and take into account diverse populations.

DISCUSSION QUESTIONS

1. List the variety of methods that the school uses on a regular basis to communicate with the diverse population of the community. Which methods are the responsibilities of the individual teacher? Which methods resulted from a system-wide process/program/effort?
2. What is the goal of the community relations efforts/strategies?
3. Describe the data that is gathered and analyzed to quantify the quality and the impact of communications with the community.
4. Describe the process used by the school leaders to report the results of the data. What is the process that is used to modify and adjust communication efforts?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Methods The school believes that in order for its students to be successful it must have a strong, vibrant and diverse system of communication with the community.	➤ The school has no organized system in place to communicate with and receive feedback from the community.	➤ The school employs a basic strategy of one-way communication with the community. Any additional contacts that occur are the result of individual staff initiative.	➤ The school uses several strategies to communicate with the diverse populations within the community including, but not limited to, businesses, educational institutions, and community agencies. ➤ School leaders have implemented a community relations program. ➤ Some attempts are made to assess the quality and impact of the school's communication with the community.	➤ A variety of methods are used to communicate with the diverse populations within the community including, but not limited to, businesses, educational institutions, and community agencies. The methods are designed to keep the community informed, to solicit input, and to provide support for academic success. ➤ A structured and active community relations program is in place that involves both staff and school administration. ➤ The school has a system in place to provide on-going assessment of the quality and impact of its communication with the community.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Flyers, websites, newsletters, billboards	Resources of community services available to parents; calendar of events advertised; posting of PTO meetings and minutes
<input type="checkbox"/> Student work	Examples displayed in community businesses
<input type="checkbox"/> Cable TV Channel; radio stations	Board meetings televised; student programs played
<input type="checkbox"/> Walls of school	Display of contribution of local businesses
<input type="checkbox"/> Project descriptions	Description of service projects with local businesses

DISCUSSION QUESTIONS

1. Describe the goal/purpose of the school's or district's community relations program.
2. How has the school/district reached out to community organizations? Do these organizations reflect the diversity of the school's population and are they represented on decision-making committees?
3. Describe the types/kinds of information that the school/district communicates to these organizations that facilitate two-way communications.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Diversity</p> <p>In order to benefit the diverse student body represented at the school, the school reaches out to community organizations that reflect this diversity. The voice of community organizations are represented in the school.</p>	<p>➤ Any communication with diverse community organizations is dependent on the initiative of individual staff members.</p>	<p>➤ The school's communication to diverse organizations within the community is primarily one-way. Its community relations program provides periodic information on school activities to the community.</p>	<p>➤ The school employs a specified set of strategies and techniques based upon the diversity of the population (language, culture, gender, economic status, belief systems). These strategies and techniques facilitate open and direct two-way communication with diverse community organizations.</p> <p>➤ The school communicates with diverse community organizations through publicizing the accomplishments and the needs of the student population and inviting members of the organizations, opportunities to participate in school activities.</p>	<p>➤ The school has a community relations program that takes into account language, culture, gender, economic status, and belief systems.</p> <p>➤ The school regularly communicates with the diverse organizations located in the community, employing a variety of communication strategies and techniques based upon the diversity of the population. These strategies and techniques facilitate open and direct two-way communication with a variety of diverse community organizations.</p> <p>➤ The school's community relations program provides frequent up-to-date information to the community on school activities, as well as the accomplishments and the needs of the student population.</p> <p>➤ The school has a system in place to assess the effectiveness of its communication system with all of its diverse organizations. Changes are made to the strategies and techniques in place in response to the results of the assessment.</p>

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School and district written communications and forms	Extent to which print material avoids jargon and complex writing and demonstrates sensitivity to a wide range of reading/comprehension levels; translation into languages spoken in the home
<input type="checkbox"/> Translation services	Communication of contact information to appropriate parents
<input type="checkbox"/> Staffing at parent events	Extent to which bilingual staff and volunteers are available to assist in translation during student enrollment, parent conferences and other parent communication events
<input type="checkbox"/> Meeting flyers	Extent to which meetings are held in a variety of sites at a variety of times to facilitate participation of all parents; provision of child care
<input type="checkbox"/> School calendar	Avoidance of scheduling conflicts with cultural/religious days of significance
<input type="checkbox"/> IEP and MET reports	Goals and objectives

STRAND IV: SCHOOL AND COMMUNITY RELATIONS

The school staff maintains purposeful, active, positive relationships with families of its students and with the community in which it operates to support student learning.

STANDARD 2: COMMUNITY INVOLVEMENT

Intentional processes and practices are used by schools and teachers to facilitate high levels of student learning.

BENCHMARK B: ENGAGEMENT

The school and community work collaboratively and share resources in order to strengthen student, family, and community learning.

DISCUSSION QUESTIONS

1. Describe the partnerships that exist between the school and local businesses.
2. Describe the ways that the school partners with the businesses to obtain additional resources to support programs. Describe the way that the school provides support/resources for the local businesses.
3. Describe the ways the partnership extends the learning opportunities for students and staff, as they relate to expectations of the work place.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Business Community Collaboration between the school and various businesses takes many forms. The school partners with a variety of businesses to enhance the relevance of student experience and provide the school additional resources.	The school has limited contact with the business community. Occasionally, businesses will donate goods or services for fund-raising events.	The school partners with a select number of local businesses to share resources and to provide support to a limited group of students.	The school partners with a variety of businesses throughout the community to share resources and to support students' interests and aptitudes.	The school has an organized structure in place to communicate with businesses, to share resources and coordinate their involvement. Planned activities occur during and after school, on weekends, and during the summer to support student, family, and community learning.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Mailing list of school/district communications	Inclusion of businesses on mailing list
<input type="checkbox"/> Mentoring program	Community members serving as mentors for students
<input type="checkbox"/> Partnership list; database	Ongoing collaborative partnerships with the community; listing of speakers/community volunteers willing to share their knowledge and expertise
<input type="checkbox"/> Program list and student schedules	Availability of job-embedded work study and community service projects
<input type="checkbox"/> CTE Program Advisory Meeting	Minutes

NOTES

DISCUSSION QUESTIONS

1. Describe the structure the school has established that allows parents, families and community members to access services offered by educational institutions.
2. Which partnerships exist to supplement and/or extend learning opportunities for students?
3. Describe how the educational institutions have changed or modified their services as a result of feedback from student, staff, and community participants.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Educational Institutions</p> <p>Students' learning is enhanced through partnerships with educational institutions and other organizations that offer educational programs within and beyond the school walls. Members of these institutions enhance student achievement through their active involvement in the school and community.</p>	<ul style="list-style-type: none"> ➤ Although there is some involvement of at least one educational organization in the school, it has been the result of individual initiatives rather than a coordinated school-wide effort. 	<ul style="list-style-type: none"> ➤ The school partners primarily with one educational institution or organization to supplement and extend learning opportunities for a select group of students. 	<ul style="list-style-type: none"> ➤ The school has entered into partnership with a few educational institutions or organizations to supplement and extend learning opportunities for some students. ➤ The school provides structures to allow parents, families and community members to access services from educational institutions. ➤ A partnership between a higher educational institution and the school, allows staff members to increase their knowledge and skills through course work and dialogue with institution staff. 	<ul style="list-style-type: none"> ➤ The school actively involves a variety of educational institutions and organizations in the educational process to supplement and extend learning opportunities for its students. ➤ In order to strengthen family learning, structures are in place that provide regular opportunities for families and community members to access and be served by a broad array of educational institutions and other organizations. ➤ A coordinated program between one or more higher education institutions provides for an exchange of information and resources between staff members and faculty of the partnered institutions.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Contracts	Articulation agreements with institutions of higher education
<input type="checkbox"/> Student schedule; school event listing	Availability of dual enrollment classes; conducting of special student events by local college
<input type="checkbox"/> Database or staff lists	Involvement of college students in classrooms, school programs and projects
<input type="checkbox"/> Professional development documentation; staff resumes; databases	Availability of resources from local higher education institutions in obtaining grants to provide professional learning for staff and extended learning opportunities
<input type="checkbox"/> Special Education database	Internships, practicum experiences, contact with businesses for work experiences
<input type="checkbox"/> Career Technical Education database	Work experience information

DISCUSSION QUESTIONS

1. What information has been collected and reviewed in order to identify the key skills and/or knowledge that children lack or need, that affect student achievement when they enter pre-school or kindergarten?
2. Which community resources have been leveraged to enhance the ability of schools to support students in need? Do the related activities support the academic goals of the building?
3. List the goal(s) that have/has been set in order to ascertain whether or not the community resource has had an effect. Who is responsible within the school for implementing and monitoring goals?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Community Agencies</p> <p>Community agencies play a key role in providing services to students and families. They work collaboratively and share resources with the school to strengthen the comprehensive network of support.</p>	<ul style="list-style-type: none"> ➤ The school provides mandated supports in health and social services. Any additional support is referred to outside agencies. 	<ul style="list-style-type: none"> ➤ Student and family access to community agencies is focused on services and treatment, and is available on an as needed basis. ➤ Community agency support to families and students is focused on services and treatment. 	<ul style="list-style-type: none"> ➤ The school has established connections with some community agencies to provide services and treatment, as well as prevention and early intervention. ➤ Partnerships with community agencies provide additional support for at risk and low achieving students. 	<ul style="list-style-type: none"> ➤ The school has established partnerships with community agencies to supplement comprehensive health and human services to students and families. ➤ Services provided by community agencies are culturally and linguistically appropriate. ➤ Partnerships with community agencies play an important role in improving student achievement through active involvement in the support of at risk and low achieving students. ➤ Regular evaluations occur to assess the impact on achievement of the community agency partnership.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School records	Documentation of referrals and follow-up services provided by a variety of community agencies
<input type="checkbox"/> Contracts, agreements	Collaboration between school/district and community agencies to provide priority services to high need students; offering of parenting workshops by various agencies
<input type="checkbox"/> School schedule, calendar	Examples of screenings by the county health department; dental and health services/ clinics are available
<input type="checkbox"/> Listings, databases	School social worker maintains a file of community agencies able to provide numerous resources for a variety of family needs

DISCUSSION QUESTIONS

1. Describe the community engagement communication method established by the school that provides coordination and collaboration of efforts in the school to/for staff members, parents, and members of community partner groups. Does the process include identifying the staff assets and the community resources that are potential partners?
2. Describe how the support staff, the teachers, and the school administration contribute to the communication method.
3. Describe how the implementation of engagement activities will be assessed and/or evaluated. Who is responsible to gather the feedback and organize the report out of such information?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>4. Collaboration</p> <p>The school relies on collaboration in a variety of forms in order to strengthen and enhance educational opportunities for all students and families.</p>	<ul style="list-style-type: none"> ➤ The interactions between the school and community are limited to individual staff initiatives. ➤ Limited opportunities exist for students to access community resources and there is minimal involvement of the community within the school setting. 	<ul style="list-style-type: none"> ➤ Community members are accessed as learning resources on an as- needed basis. ➤ Although some students are provided relevant experiences in the community and the classroom, there is little coherence between those experiences and classroom instruction. 	<ul style="list-style-type: none"> ➤ Community members' role in the instructional process is driven by the goals and objectives of the curriculum. ➤ Community members are included as partners in the school's focus on student learning through active classroom participation and membership on planning committees. ➤ The school collaborates with families, community agencies, and educational institutions to provide supportive and supplemental activities for staff and students. 	<ul style="list-style-type: none"> ➤ The school has formed sustained partnerships with various community organizations. New partners to act as mentors and advisors are continually being sought. ➤ Community members are directly involved in school improvement planning and community resources are integrated into the school improvement plan. ➤ Active partnerships have been formed to provide real world connections to the curriculum, as well as supportive and supplemental activities for staff, families, and students.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Survey	Results of community survey and/or focus groups used in planning
<input type="checkbox"/> Communication system	Existence of a system used for ongoing communication with community organizations
<input type="checkbox"/> Meeting minutes	Documentation that school leaders including the superintendent meet with community leaders to solicit input and collaboration
<input type="checkbox"/> Advisory Committee	Minutes and rosters

NOTES

School Process Analysis
Strand IV: School and Community Relations

Standard 2: Community Involvement

Benchmark A: Communication

Key Characteristics: Methods, Diversity

Benchmark B: Engagement

Key Characteristics: Business Community, Educational Institutions, Community Agencies, Collaboration

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 2 of Strand IV of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Community Involvement	Implemented	Exemplary
Methods		
Diversity		
Business Community		
Educational Institutions		
Community Agencies		
Collaboration		

3. Using the following chart, what did the staff identify as challenges?

Community Involvement	Getting Started	Partially Implemented
Methods		
Diversity		
Business Community		
Educational Institutions		
Community Agencies		
Collaboration		

**School Improvement Framework
Strand Analysis Report**

The following chart will organize the system processes and practice challenges the school identified during the self-assessment process of all of the Key Characteristics within Strand IV of the School Improvement Rubrics, and identify which of the student achievement goals, identified in Part 1 of the CNA, they can be aligned with as support.

Focus Question: What in our systems and practices may be impacting our student achievement?

Use the chart below to identify challenges in the school system practices, the content areas they impact and to identify which areas you want to include in your school improvement plan.

**Strand IV: School and Community Relations
Key Characteristic Challenges**

Include in Plan	Alignment with Student Goals					Standard 1: Parent/Family Involvement	Getting Started	Partially Implemented
	ELA	M	S	SS	O*			
						Methods		
						Diversity		
						Volunteering		
						Extended Learning Opportunities		
						Decision-Making		
						Standard 2: Community Involvement		
						Methods		
						Diversity		
						Business Community		
						Educational Community		
						Community Agencies		
						Collaboration		

* Other curriculum content areas as contained within the Michigan Curriculum Framework

STRAND V: DATA AND INFORMATION MANAGEMENT

Schools/districts have a system for managing data and information in order to inform decisions to improve student achievement.

STANDARD 1: DATA MANAGEMENT

The school has policies, procedures and systems for the generation, collection, storage and retrieval of its data.

BENCHMARK A: DATA GENERATION, IDENTIFICATION AND COLLECTION

Schools have a process for the generation, identification and collection of student and school information.

DISCUSSION QUESTIONS

1. Who are the major users of the data system in this school? (Please name positions in this reply; not people.)
2. Describe how these major users' needs have been considered in the design of this system.
3. How is the system's success in meeting the users' needs evaluated annually?
4. How are changes in the system's design linked to user's needs?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>1. Purpose</p> <p>All data generation, identification, collection, and storage is planned, and clearly understood, by all stakeholders. The school carefully plans the implementation of its data system and manages its data resources for improved student achievement</p>	<ul style="list-style-type: none"> ➤ The school uses data from a student information system (SIS). ➤ The school attempts to supplement the SIS data with other student data, such as standardized test results, to understand who their students are and how they are performing. ➤ Individual teachers collect data on student achievement in their classrooms. 	<ul style="list-style-type: none"> ➤ A data system has been designed and is being implemented to provide data on student achievement and demographics over time. ➤ The data system primarily supports principals and central office personnel. ➤ Teachers primarily have access to comprehensive data on students through data specialists, administrators, or counselors. ➤ There is a multi-year plan being formulated to extend the data system to additional users and uses, especially teachers. ➤ Periodic discussions occur in the building regarding the purpose and use of the student data system 	<ul style="list-style-type: none"> ➤ Major users and uses of the data system have been clearly identified and reviewed annually. ➤ The data system serves the needs of the school (and district) staff including teachers, support professionals, principals, and central office personnel. ➤ Major uses have been considered in the design and implementation of the data system, especially support for teachers and instructional decision-making. ➤ The extent to which the data system meets the needs of all users is reviewed and used to improve the system. ➤ Frequent dialogue occurs about the purpose and use of data. 	<ul style="list-style-type: none"> ➤ A broad range of stakeholders have been considered in the design and implementation of the data system, including teachers, principals, central office personnel, support professionals, students, and parents. ➤ Stakeholders are involved in active dialog about the purpose, users, and uses of the data system and are part of the decision making process regarding its use. ➤ Users and uses of the data system are completely and clearly defined, regularly reviewed and adjusted as needed. ➤ A broad range of uses has been considered in the design and implementation of the data system. ➤ The purpose of the data system is clear to all stakeholders and the extent to which it meets their needs is regularly reviewed and system changes made as needed.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Data system documentation	Description of end users of system; data analysis reports (to item level); system for monitoring progress
<input type="checkbox"/> Survey	Responses regarding input into the design of the data system; clarity of use of the system; extent to which the system meets individual needs
<input type="checkbox"/> Committee meeting minutes	Decisions regarding the data system; staff discussions regarding data
<input type="checkbox"/> Assessment plan	Description of assessments, purposes of assessments, and analysis of results
<input type="checkbox"/> REP	REP Report
<input type="checkbox"/> IEP	Progress Reports
<input type="checkbox"/> MET Report (Multi-Disciplinary Evaluation Team)	Functioning Levels
<input type="checkbox"/> CIMS	Compliance Monitoring Report Surveys
<input type="checkbox"/> CTEIS System	CTEIS Report
<input type="checkbox"/> CTE Follow-up Study	Related job placement Related post-secondary placement
NOTES	

DISCUSSION QUESTIONS

1. Does the school have a data plan that addresses classroom data, schoolwide data, core subject performance and learning gaps?
2. Which key aspects of the school's operation, policies and practices have been identified by the staff and leadership for monitoring?
3. How is data used in the decision making process?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Systematic</p> <p>There is systematic identification, collection, entry, storage and generation of relevant data about the operation of the school, including its staff and students.</p>	<ul style="list-style-type: none"> ➤ The only data that is systematically entered into the data system is that required for various compliance reasons, such as attendance or grades. ➤ No systematic process exists for the identification, collection, entry, storage and generation of relevant data. ➤ Data is entered into the system on a sporadic basis. 	<ul style="list-style-type: none"> ➤ In addition to compliance data, the system allows for the entry of additional data as necessary. ➤ Data is gathered and entered into the data system on a regular basis with limited oversight. ➤ The data system allows for the entry of data as a specific need is identified. ➤ Most data is entered correctly by designated personnel in a timely manner, but without regular oversight by staff members who have that responsibility. 	<ul style="list-style-type: none"> ➤ The system provides the necessary data that informs decisions made at the school level. ➤ The staff in the school knows what data needs to be entered and how to do it, although this is not necessarily documented. ➤ Most data is entered correctly and in a timely manner, but without regular oversight by staff members who have that responsibility. ➤ The school is using the data system to support its operations. 	<ul style="list-style-type: none"> ➤ The data system provides flexibility for multiple uses that enhance the ability of staff to make decisions that have a direct impact on student achievement. ➤ Defined/documented processes exist for all data required by the data system. ➤ Administrative oversight ensures that data processes are implemented in a timely, accurate manner, and entered by personnel who have been trained in data entry. ➤ Generating, identifying, collecting, and storing data is a routine part of how the school does business. ➤ All staff uses the data system appropriately.

POSSIBLE DATA SOURCE(S)	EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS
<input type="checkbox"/> Survey	Extent of support for the data system; effectiveness and timeliness of data collection processes; how and when data is collected; knowledge of data system
<input type="checkbox"/> Data system documentation	Description of data processes
<input type="checkbox"/> School Improvement Plan	Description of data to be collected, process for collection and personnel responsible for collection
<input type="checkbox"/> REP	REP Report
<input type="checkbox"/> IEP or IFSP (Individualized Family Service Plan)	Progress Reports
<input type="checkbox"/> MET Report	Functioning Levels
<input type="checkbox"/> CIMS (Continuous Improvement Monitoring System)	Compliance Monitoring Report, Surveys
<input type="checkbox"/> CTEIS (Career Technical Education Information System)	Enrollment data, Completion data

DISCUSSION QUESTIONS

1. What varieties of demographic and achievement data are collected and analyzed in this system to track student achievement adequately?
2. Describe how data is collected to identify effective programs for the purpose of targeting interventions with individual students.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>3. Multiple Types</p> <p>The school collects and stores the data it needs to form an accurate profile of the students, staff members, the school and its community. The multiple types of data collected facilitate decision making regarding student achievement and school programs and processes.</p>	<ul style="list-style-type: none"> ➤ The data system contains primarily those student achievement data required by external mandates and the demographic data needed to disaggregate it as required. 	<ul style="list-style-type: none"> ➤ The data system contains the data needed to identify whether the needs of required groups of students are being met based on standardized test results and some locally generated data. ➤ The system contains data about processes and/or perceptions, but it is not comprehensive, and is collected infrequently and/or inconsistently. 	<ul style="list-style-type: none"> ➤ The data system has sufficient demographic and achievement data to adequately and appropriately analyze the achievement results in the school and identify whether the needs of individual students, or groups of students, are being met. ➤ The data system contains data needed to identify effective practices and programs, and target interventions for specific students. 	<ul style="list-style-type: none"> ➤ Using multiple measures, the data system contains comprehensive data on demographics, school processes, perceptions, and outcomes, including individual achievement results. ➤ Both quantitative and qualitative data is collected as required by the needs of the school, its programs, and improvement processes.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Data system documentation	Contents of data system; types of data collected; description of data available on each student
<input type="checkbox"/> School improvement plan	Types of data gathered, description of how data is analyzed and results of that analysis
<input type="checkbox"/> IEP or IFSP	Progress Reports
<input type="checkbox"/> MI-Access	MI-Access Report
<input type="checkbox"/> CIMS	Compliance Monitoring Report, Surveys
<input type="checkbox"/> REP	REP Report
<input type="checkbox"/> CTEIS	Description of types and sources of data gathered on each student and analysis across students; display of attainment of standards
<input type="checkbox"/> Perkins Core Performance Indicators	Indicator analysis

NOTES

DISCUSSION QUESTIONS

1. Describe how the integrity of data is emphasized in the school's data system.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>5. Technical Quality The school's data/system has technical quality including integrity, consistency, appropriateness, timeliness, and comparability.</p>	<ul style="list-style-type: none"> ➤ The credibility of key demographic and achievement data is checked when unexpected results are encountered. 	<ul style="list-style-type: none"> ➤ Key demographic and achievement data in the system are routinely checked for integrity. ➤ The data system can accurately and uniquely identify individual students and correctly link key data to them over time. ➤ The technical quality/adequacy of other data is only considered superficially, such as the face validity of assessment instruments. ➤ Dialog is beginning to occur in the school regarding the technical quality/adequacy of the data/system, but expertise is not yet generally used or sought in connection with this. 	<ul style="list-style-type: none"> ➤ The integrity of all data entering the system is ensured. ➤ Longitudinal data is correctly linked to students over time. ➤ The reliability and consistency of methods and instruments used to generate/gather key achievement data is examined. ➤ The data system is designed to allow for comparability of key data. ➤ Expertise (school, district, ISD or consultant) is occasionally utilized in examining and determining the technical quality/adequacy of the data/system. ➤ When unexpected results are encountered, there is a process in place to address the issue. 	<ul style="list-style-type: none"> ➤ Defined/document processes are in place and are followed to ensure the integrity of all data entering the data system. ➤ Longitudinal data is correctly linked to students over time. ➤ The reliability and consistency of methods and instruments used to generate/gather data is routinely examined. ➤ The validity of data in the system is routinely considered. ➤ The data system is designed to allow for comparability of data wherever possible. ➤ Expertise (school, district, ISD or consultant) is routinely utilized in examining and determining the technical quality/adequacy of the data/system.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> School policies and procedures	Processes followed when entering data into the system
<input type="checkbox"/> Data system documentation	Description of processes employed to maintain data integrity; sources and types of validity employed
<input type="checkbox"/> School improvement plan data	Documentation of comparability of data and use of longitudinal data
<input type="checkbox"/> CIMS	Compliance Monitoring Report, Surveys
<input type="checkbox"/> Core Performance Indicators	Local & state data reports
<input type="checkbox"/> CTEIS	Description of types and sources of data gathered on each student and analysis across students; display of attainment of standards

NOTES

Strand V. Data and Information Management

Schools/districts have a system for managing data and information in order to inform decisions to improve student achievement.

STANDARD 1: DATA MANAGEMENT

The school has policies, procedures and systems for the generation, collection, storage, and retrieval of its data.

BENCHMARK B: DATA ACCESSIBILITY

The appropriate information and data is readily accessible.

DISCUSSION QUESTIONS

1. Describe the means by which the staff is permitted direct and appropriate access to the data system.
2. How are district and school resources made available to support staff access and use of the data system?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Retrievable All authorized users have ready access to pertinent data and they are provided support as needed.	<ul style="list-style-type: none"> ➤ Most of the data in the system is not directly accessible by staff in the school. ➤ Schools are provided information as required by mandates. ➤ Information is available from a central office by special request, but only to limited parties, and only on a need-to-know basis. 	<ul style="list-style-type: none"> ➤ The data/system is accessible only from within the school. ➤ Teachers have access to some data, but much of the system is only accessible to administrators or guidance counselors. ➤ Limited support is available for users to access relevant data. 	<ul style="list-style-type: none"> ➤ There is an understanding in the school regarding appropriate and inappropriate access to data and all staff adheres to this understanding. ➤ School and district staffs have direct access to the data/system in a timely manner as appropriate for their use. ➤ All users have district and/or school-based support to help access and use the data/system. 	<ul style="list-style-type: none"> ➤ Written policies exist and are enforced regarding who may access the data system and what uses of the data are appropriate and inappropriate. ➤ A broad set of stakeholders have access to all data that are relevant and appropriate for their use. ➤ The school provides data to individuals and groups who are not authorized (direct) users upon request if/when appropriate. ➤ Support resources exist to help all users' access and use the data/system. The school has developed internal expertise in the use/support of the system.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Survey data	Reported ease of use of system by type of user
<input type="checkbox"/> Policies and procedures manual	Description of procedures in place to access the data system and appropriate use of data within the system; accessibility of records within the system and description of how to gain authorized use of records; listing of personnel assigned to assist those requesting system access
<input type="checkbox"/> CTEIS System	CTEIS Report
<input type="checkbox"/> Core Performance Indicators	Teacher has access to CPI's
<input type="checkbox"/> Web-based Portals	Content of Portal

NOTES

DISCUSSION QUESTIONS

1. Describe how the emphasis on security of data system use occurs in this school.
2. What steps have been taken to create clear procedures and enforceable policies for accessing the school's data system?
3. How does the data system require user identification and password protected access?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Security</p> <p>The data system provides secure access to relevant data for authorized users and prevents unauthorized access.</p>	<ul style="list-style-type: none"> ➤ The data system has limited security. ➤ There is a single user identification and password that is shared by all users in the building where appropriate. ➤ There is minimal attention paid to the unauthorized use of the system. ➤ The ability to edit/change data is not adequately controlled.. 	<ul style="list-style-type: none"> ➤ Data security is regarded as important by users of the data system but explicit policies and procedures have not been discussed or developed. ➤ Access to the data system is secure, but there is a limited permission structure that controls what users can access. ➤ Attention has been given to making the data system secure against unauthorized use, but there is no guarantee that unauthorized persons cannot access the system. ➤ Users have limited ability to change or edit data in the system. 	<ul style="list-style-type: none"> ➤ Appropriate system access is generally understood, but explicit procedures and enforceable policies are in the discussion stage. ➤ The data system is permission-based at the individual user level, involving unique user identification and password protection where appropriate. ➤ The data system permits all authorized users secure access to all data for which they have permission, while prohibiting their access to all data for which they do not have permission. ➤ The data system is reasonably secure against unauthorized access. ➤ The ability to input and/or edit/change data is defined and controlled through the permission system. 	<ul style="list-style-type: none"> ➤ Policies exist and are enforced regarding the security of the data system. ➤ The data system is explicitly permission-based at the individual user level, involving unique user identification and strong password protection. ➤ The data system permits all authorized users secure access to all data for which they have permission, while prohibiting their access to all data for which they do not have permission. ➤ The data system is highly secure against unauthorized access. ➤ The ability to input and/or edit/change data is very carefully defined and controlled through the permission system.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Survey data	Descriptions of access to data system by various stakeholder groups; attitudes toward data security
<input type="checkbox"/> Data management system documentation	Description of levels of access to the system; procedures in place to edit or change data
<input type="checkbox"/> Record-keeping Documents	Sign-out sheets; Records Release

NOTES

STRAND V: DATA AND INFORMATION MANAGEMENT

Schools/districts have a system for managing data and information in order to inform decisions to improve student achievement.

STANDARD 1: DATA MANAGEMENT

The school has policies, procedures and systems for the generation, collection, storage, and retrieval of its data.

BENCHMARK C: DATA SUPPORT

The system provides multiple types and sources of data.

DISCUSSION QUESTIONS

1. What has been the content of the data training that staff members have received?
2. Identify the school data leader and describe that person's responsibilities?
3. What hardware and software resources are available to support data management and analysis?
4. Describe any processes in place to ensure that locally generated data are accurate.

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Process Defined / documented data support processes exist for the use of the data system and the management of the school's data resources.	<ul style="list-style-type: none"> ➤ Staff has minimal support in the use of the data system. ➤ There has been some dialog regarding collaborative use of data in the school, but it is not evident as a professional practice. ➤ The school lacks internal expertise in data management processes. ➤ Training in data management processes has not been provided to the staff, although some individuals may have attended workshops on their own. 	<ul style="list-style-type: none"> ➤ Some of the staff uses the data system through a set of loosely defined processes that allow them to access the data they need. ➤ Collaborative use of data is occurring in the school, but is not widespread. ➤ Little expertise in data management processes exists within the school. The school is dependent on outside help for most process issues. ➤ Minimal training has been provided on data management processes. 	<ul style="list-style-type: none"> ➤ The professional staff uses the data system through a set of defined processes that allow them to access the data they need on a regular basis in a way that is useful to them. ➤ Collaborative use of data is an established process that is widely used in the school. ➤ Expertise in data management processes exists within the school, but the school is dependent on outside (district) help for many process issues. ➤ Training has been provided on data management processes and is repeated/updated occasionally. 	<ul style="list-style-type: none"> ➤ All professional staff in the school is engaged in the routine use of the data system through well-defined processes. ➤ Collaborative use of data is a well-established process that is an integral part of how the school functions. ➤ A layered system of support for data management processes exists. ➤ School staff receives ongoing training in processes for managing data. ➤ Expertise exists within the school to support the staff in the use of defined data management processes.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

Agendas / minutes

Extent to which meetings and discussions center around use of data and increasing expertise in its use; professional development initiatives centered around increasing expertise in data use and management

Surveys

Described expertise in and professional development experienced regarding data management

NOTES

DISCUSSION QUESTIONS

1. Describe the key tools provided to users to ensure adequate use of the school's data system.
2. How is the training for appropriate use of these tools accomplished in this school?
3. What expertise is provided both internally and externally to support use of these key tools and identification of new tools?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
2. Tools Data management tools are provided and supported as part of the data system.	<ul style="list-style-type: none"> ➤ Access and use of the data system occurs in predefined ways. Additional tools are not included. 	<ul style="list-style-type: none"> ➤ Although a limited set of data management tools are provided as part of the data system, users have the basic tools needed to support their use of the system. ➤ Basic training has been made available on the appropriate use of the key tools and the staff has received the training. ➤ Limited expertise exists within the school but additional expertise is available from outside the school on the appropriate use of the basic tools. 	<ul style="list-style-type: none"> ➤ Users have the key tools needed to support their use of the data system. ➤ Users have been trained on the appropriate use of the key tools. ➤ Although some expertise exists within the school on the appropriate use of key tools, additional expertise is available from outside the school. ➤ The school is made aware of new tools as they become available. Training is available if requested along with support from outside the building. 	<ul style="list-style-type: none"> ➤ Users have the complete set of tools needed to support their use of the data system. ➤ Considerable expertise exists within the school on the appropriate use of each tool and additional expertise is available but rarely necessary. ➤ As new tools are developed they are made available to the school and training is provided.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Data Warehousing program, Test Wiz and other commercially or locally developed processes for storing	Description of available tools
<input type="checkbox"/> Professional development descriptions	Training on use of data system
<input type="checkbox"/> Data management components and features	MI Tracker, Achievement profiles
<input type="checkbox"/> IEP/IFSP	Progress Reports
<input type="checkbox"/> CIMS	Compliance Monitoring Report, Surveys
<input type="checkbox"/> MET Report	Functioning Levels
<input type="checkbox"/> PLAADP (Present Levels of Academic Achievement & Functional Performance)	Individual listing of student performance
<input type="checkbox"/> CTEIS	Description of types and sources of data gathered on each student and analysis across students; display of attainment of standards

NOTES

School Process Analysis
Strand V: Data and information Management

Standard 1: Data Management

Benchmark A: Data Generation, Identification, Collection

Key Characteristics: Purpose, Systematic, Multiple Types, Multiple Sources, Technical Quality

Benchmark B: Data Accessibility

Key Characteristics: Retrievable, Security

Benchmark C: Data Support

Key Characteristics: Process, Tools

The following questions reflect the overall analysis of the self assessment of the Benchmarks and Key Characteristics contained in Standard 1 of Strand V of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?
2. Using the following chart, what did the staff identify as areas of strength?

Data Management	Implemented	Exemplary
Purpose		
Systematic		
Multiple Types		
Multiple Sources		
Technical Quality		
Retrievable		
Security		
Process		
Tools		

3. Using the following chart, what did the staff identify as challenges?

Data Management	Getting Started	Partially Implemented
Purpose		
Systematic		
Multiple Types		
Multiple Sources		
Technical Quality		
Retrievable		
Security		
Process		
Tools		

STRAND V: DATA AND INFORMATION MANAGEMENT

Schools/districts have a system for managing data and information in order to inform decisions to improve student achievement.

STANDARD 2: INFORMATION MANAGEMENT

The school/district staff collaborates to derive information from data and use it to support decisions.

BENCHMARK A: ANALYSIS AND INTERPRETATION

Staff uses appropriate methods to examine data and collaboratively determine its possible meaning.

DISCUSSION QUESTIONS				
<ol style="list-style-type: none"> 1. How are data routinely considered in building decision-making activity? 2. What techniques are routinely used in data analysis? What is the purpose of alternative analysis? 3. What alternative analysis training has been provided to staff members? Which of these processes is used? 4. How do staff members collaboratively use results of data analysis? 				
SCOPE OF PRACTICE				
CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLAR
<p>1. Analysis and Interpretation</p> <p>Staff is trained in and uses data analysis techniques that include consideration of such factors as multiple types of data, multiple sources, comparisons across groups, benchmarking and longitudinal data. The data system allows for efficient use and manipulation by collaborative teams.</p>	<ul style="list-style-type: none"> ➤ Limited data is analyzed and primarily used to summarize. Dialog about the use of data to predict and prevent is not yet evident. ➤ The school's focus is on disaggregation of state and national test results by mandated demographics. ➤ One individual is responsible for data summation and interpretation. ➤ Staff members do not have regular opportunities to analyze data that compares targeted groups over time. 	<ul style="list-style-type: none"> ➤ The data in the system is analyzed to turn it into useful information, primarily to summarize and examine. There is dialog in the school about the use of data to predict and prevent, but such practices are in their early stages. ➤ Teachers are analyzing some data that has direct impact on their instructional decisions. ➤ The efficacy of a few programs and practices is analyzed based on data in the system. ➤ Some staff members have the ability to analyze and interpret multiple types of data. 	<ul style="list-style-type: none"> ➤ Most of the data in the system is analyzed and used to summarize, examine, predict, and prevent. ➤ Teachers routinely analyze the data that has direct impact on their instructional decisions. ➤ The effectiveness of major programs and practices is analyzed based on data in the system. ➤ The majority of instructional staff is skilled in the analysis and interpretation of multiple types of data. 	<ul style="list-style-type: none"> ➤ The instructional staff routinely analyzes the data in the system to turn it into useful information that is used to summarize, examine, predict, and prevent. ➤ The effectiveness of all programs and practices is routinely analyzed based on data in the system. ➤ The instructional staffs are skilled in the analysis and interpretation of multiple types of data.
POSSIBLE DATA SOURCE(S)		EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS		
<input type="checkbox"/> Data reports		Description of data sources, types of disaggregation, time periods covered and how the data is arrayed		
<input type="checkbox"/> School Improvement team meetings, staff meeting agendas/minutes		Description of the role of data and data analysis in improvement of student achievement and school processes		
<input type="checkbox"/> Surveys		The role played by data analysis at the school, committee, and individual levels		
<input type="checkbox"/> Lesson plans		Analysis of the role played by data in instructional practices		
<input type="checkbox"/> IEP/IFSP		Monitoring reports		
<input type="checkbox"/> Training records		Local training documentation proof/agendas, etc.		

<input type="checkbox"/> CTE Computer Follow-up Surveys	Analysis of data gathered
<input type="checkbox"/> VE 4301	Data gathered

DISCUSSION QUESTIONS

1. When has the staff met to review and discuss data? Please list the dates for scheduled meetings for this purpose.
2. How often does the staff meet to focus on student achievement data?
3. What practices are in place to ensure broad staff participation, including that of new staff members?
4. How does the staff demonstrate their support for data-driven decision-making?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLAR
<p>2. Dialog About Meaning</p> <p>The school community is engaged in dialog about the meaning of the information derived from the analysis of their data.</p>	<ul style="list-style-type: none"> ➤ The examination of data, and dialog about its meaning, is infrequent and usually within traditional structures, such as all staff meetings. Some staff has expressed a desire for additional conversations. 	<ul style="list-style-type: none"> ➤ Some teaching staff holds collaborative conversations about the meaning of the information derived from an analysis of the school's data. ➤ Staff views data primarily at its face value. While some collaborative conversations around the meaning of the data do occur, the majority of the staff does not consider alternative interpretations. ➤ The examination of data and dialog about its meaning occur most often in traditional structures such as grade level or departmental meetings. 	<ul style="list-style-type: none"> ➤ There is a high level of acceptance at the school that data is an important element in decision-making. ➤ Staff willingly participates in dialog about the meaning of the information derived from the analysis of their data, and the entire school staff is regularly involved in this dialog. ➤ Staff is learning to evaluate their data effectively, making decisions based on the data after substantive conversation. ➤ Teachers, and many other staff, are engaged in collaborative teams that structure and facilitate the dialog about the meaning of data. ➤ Staff has the basic skills and knowledge needed to engage in difficult dialog about the meaning of data and these conversations are an accepted part of the school culture 	<ul style="list-style-type: none"> ➤ The meaningful use of data is considered a professional cornerstone of the school. ➤ There is a constant dialog in the school about the meaning of the information derived from the analysis of the school's data. The dialog involves the entire school community and is an integral part of school functions. ➤ The dialog about the meaning of data is deliberate and based on skeptical inquiry. Staff resists jumping to conclusions; contrary opinions are sought and alternative interpretations/ explanations are explicitly considered. ➤ Processes are in place, such as collaborative teams, to structure and facilitate the dialog about the meaning of data. ➤ The dialog about the meaning of data is safe: staff use their personal skills and professional knowledge to engage in difficult conversations about the meaning of the data, especially the efficacy of their programs and practices as they relate to the results being obtained with their students.

Possible Data Sources	Examples of Documentable/Observable results
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<ul style="list-style-type: none"> ○ Agendas/minutes from School Improvement staff and/or grade/course meetings 	<ul style="list-style-type: none"> ○ Description of dialog around data and data-based decision making
<ul style="list-style-type: none"> ○ Agendas/minutes from Parent Advisory Council and/or Parent-Teacher conferences 	<ul style="list-style-type: none"> ○ Description of discussion around data and data-based decision-making
<ul style="list-style-type: none"> ○ Surveys 	<ul style="list-style-type: none"> ○ Staff and other stakeholder attitudes regarding data dialogs and data based decision-making
<ul style="list-style-type: none"> ○ IEP/IFSP 	<ul style="list-style-type: none"> ○ Monitoring Reports
<ul style="list-style-type: none"> ○ CIMS 	<ul style="list-style-type: none"> ○ Compliance Monitoring Reports, Surveys
<ul style="list-style-type: none"> ○ Department staff meeting minutes 	<ul style="list-style-type: none"> ○ List of staff meetings
<ul style="list-style-type: none"> ○ CTEIS 	<ul style="list-style-type: none"> ○ Description of types and sources of data gathered on each student and analysis across students; display of attainment of standards
<p>NOTES</p>	

STRAND V: DATA AND INFORMATION MANAGEMENT

Schools/districts have a system for managing data and information in order to inform decisions to improve student achievement.

STANDARD 2: INFORMATION MANAGEMENT

The school/district staff collaborates to derive information from data and use it to support decisions.

BENCHMARK B: APPLICATIONS

Data is used to inform school decisions including monitoring and adjusting teaching for learning.

DISCUSSION QUESTIONS				
1. How does the school share data with parents and the broader school community? 2. How is school data-based information shared across the district, across buildings, grade levels and content areas? 3. Who interprets school and district data to the school community?				
SCOPE OF PRACTICE				
CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
1. Dissemination The information and meaning resulting from the analysis and interpretation of the school's data is shared with stakeholders in a variety of ways and in a timely manner.	➤ Information derived from the analysis and interpretation of the school's data is not widely shared, and is often on a need-to-know basis and is generally not made available prior to decisions being made.	➤ The school has limited strategies to share the information and meaning derived from the analysis and interpretation of its data. Information is sometimes shared in advance of decisions.	➤ Information is often shared both internally and with broader school community when possible /appropriate, in advance of decision-making. ➤ Information is made available to stakeholders who are not authorized users of the data system.	➤ The information derived from the analysis and interpretation of data is actively shared with broader school community and when possible/appropriate, in advance of decision-making. ➤ Inside the school, information is shared through various standard and special report formats and reporting mechanisms. ➤ Information is made available to stakeholders who are not authorized users of the data system through various reporting formats.
POSSIBLE DATA SOURCE(S)		EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS		
<input type="checkbox"/> Staff and parent meeting agendas/ minutes		Description of processes employed and types of data shared with stakeholders		
<input type="checkbox"/> School newsletters		Description of processes employed and types of data shared with		
<input type="checkbox"/> Annual Report		Description of processes employed and types of data shared with		
<input type="checkbox"/> Board of Education reports		Description of processes employed and types of data shared with		
<input type="checkbox"/> Data reports		Description of data reporting process		
<input type="checkbox"/> Advisory Committee Minutes		Contents of minutes.		
NOTES				

DISCUSSION QUESTIONS

1. How is the school data plan periodically reviewed and evaluated?
2. What improvements and modifications have been made to the data system after review and evaluation?
3. How will the data dissemination plan be reviewed and modified on a regular basis?

SCOPE OF PRACTICE

CHARACTERISTIC/ KEY ATTRIBUTES	GETTING STARTED	PARTIALLY IMPLEMENTED	IMPLEMENTED	EXEMPLARY
<p>2. Data-Driven Decision Making</p> <p>Decisions are informed /supported by the careful, appropriate analysis and interpretation of sufficient data of good technical quality. Multiple types of data from multiple sources are used whenever possible.</p>	<ul style="list-style-type: none"> ➤ The school is just beginning to have conversations about data-driven decision making. ➤ The data available to the school to support decision-making is limited primarily to some demographics and student achievement results from state and national tests. ➤ The school relies primarily on mandated testing data or other broad achievement measures and staff input rather than student and school data to evaluate its improvement strategies. 	<ul style="list-style-type: none"> ➤ The use of data to support decision-making is viewed as important in some contexts, but not all. ➤ The school data system is used to support some decisions about many students. ➤ A few staff frequently support their instructional strategy decisions using the data system. ➤ A sense of common ownership towards the results being obtained in the school is emerging. ➤ The data system does not yet contain adequate data needed to monitor and adjust programs and practices, although some of this data is being collected occasionally and analyzed in other ways. The gathering of data on instructional practices and school processes is not emphasized. 	<ul style="list-style-type: none"> ➤ The school has a data system that is used to support key decisions about individual students, classroom practices, and school-wide processes and programs. ➤ Most members of the staff make regular use of the data system to support their decisions. ➤ Staff dialog occurs around key instructional decisions and they share a sense of common responsibility for the decisions made. ➤ Key programs and processes are monitored and adjusted based on data in the system. Attention is paid to sustaining effective programs/practices and improving/ eliminating ineffective ones. ➤ The data system is periodically evaluated, opportunities for improvement noted, and modifications made. 	<ul style="list-style-type: none"> ➤ Outcome, process, perception, and demographic data are routinely used in combination to derive a more complete picture of any situation requiring a decision. ➤ The school has a data system that anticipates and supports most of the decisions that to be made about individual students, classroom practices and school-wide processes and programs. ➤ The data system is in data by all members of the staff effectively supports the collaborative decisions that being made. ➤ The entire staff accepts responsibility for decisions are made regarding the being obtained in the school system. ➤ All programs and processes continuously monitored adjusted based on data system. Effective processes/practices are replicated and institutionalized while ineffective programs modified or eliminated.

POSSIBLE DATA SOURCE(S)

EXAMPLES OF DOCUMENTABLE/OBSERVABLE RESULTS

<input type="checkbox"/> Annual Education Report School Improvement plan Intervention and/or differentiation plans	Explanation of the role data and the data system plays in school and instructional improvement; use of data in differentiating instruction for individual students
<input type="checkbox"/> Meeting minutes	Description of the role of data and types of data employed in school / instructional decisions
<input type="checkbox"/> Surveys	Reports of the role played by data in school-based decisions
<input type="checkbox"/> Core Performance Indicators	Grant application
<input type="checkbox"/> CIMS	Compliance Monitoring Report, surveys

School Process Analysis

Strand V: Data and information Management

Standard 2: Information Management

Benchmark A: Analysis and Interpretation

Key Characteristics: Analysis, Dialog about Meaning

Benchmark B: Applications

Key Characteristics: Dissemination, Data-Driven Decision-Making

The following questions reflect the overall analysis of the self-assessment of the Benchmarks and Key Characteristics contained in Standard 2 of Strand V of the School Improvement Framework.

Focus Questions:

1. As the staff reviewed the school's responses to the questions asked around the Key Characteristics in this Standard, what trends were noticed that cut across all of the Key Characteristics?

2. Using the following chart, what did the staff identify as areas of strength?

Information Management	Implemented	Exemplary
Analysis		
Dialog about Meaning		
Dissemination		
Data-Driven Decision-Making		

3. Using the following chart, what did the staff identify as challenges?

Information Management	Getting Started	Partially Implemented
Analysis		
Dialog about Meaning		
Dissemination		
Data-Driven Decision-Making		

**School Improvement Framework
School Process Analysis**

The following chart will organize the system processes and practice challenges the school identified during the self-assessment process of all of the Key Characteristics within Strand V of the School Improvement Rubrics, and identify which of the student achievement goals, identified in Part 1 of the CNA, they can be aligned with as support.

Focus Question: What in our systems and practices may be impacting our student achievement?

Use the chart below to identify challenges in the school system practices, the content areas they impact and to identify which areas you want to include in your school improvement plan.

**Strand V: Data and Information Management
Key Characteristic Challenges**

Include in Plan	Alignment with Student Goals					Standard 1: Data Management	Getting Started	Partially Implemented
	ELA	M	S	SS	O*			
						Purpose		
						Systematic		
						Multiple Types		
						Multiple Sources		
						Technical Quality		
						Retrievable		
						Security		
						Process		
						Tools		
						Standard 2: Information Management		
						Analysis		
						Dialog about Meaning		
						Dissemination		
						Data-Driven Decision-Making		

* Other curricular areas contained in the Michigan Curriculum Framework

