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STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

THOMAS D. WATKINS, JR.
SUPERINTENDENT OF
PUBLIC INSTRUCTION

MEMORANDUM

TO: State Board of Education

FROM: Thomas D. Watkins, ~~Jr., Chairman~~ Tom Watkins

DATE: January 4, 2005

SUBJECT: Presentation of School Improvement Framework

The Office of School Improvement and the Office of Educational Assessment and Accountability have been working on revising the Performance Indicators for the Education YES! school self-assessment. In order to provide a comprehensive, coherent, and research-based foundation for this revision, the Office of School Improvement commissioned a group of practitioners to design a School Improvement Framework that can guide the department's efforts in the areas of accountability, professional development, technical assistance, and grant criteria.

Attached is a hard copy of the power point presentation that will be shared with you at our January meeting (attachment A). The purpose of the presentation is for you to review the framework and the process by which it will take shape. Also attached is a packet containing a more detailed description of the proposed School Improvement Framework.

Attachment

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School Improvement Framework

State Board of Education Presentation
January 11, 2005

Michigan Department of Education
Office of School Improvement
Office of Educational Assessment and Accountability

MICHIGAN Department of Education

1.11.05

The Vision...

- A coherent, comprehensive research-based School Improvement Framework
- Serve as a foundation for:
  - Professional Development
  - Technical Support
  - Assessment and Accountability
  - Accreditation – ***Performance Indicators***
- A practitioners' "collaborative"

Overview of Milestones

- Convened 60 educators (July '04)
- Product ***Workgroup*** of ISD School Improvement Specialists drafted revisions (Aug – Dec)
- Field Services followed-up on "discrepancy list" (SY '04-'05)
- State Board Update (Sept '04)
- NOW State Board Review (Jan '05)

Overview of Workgroup Process

- Reviewed "Kent Report" for recommendations
- Reviewed current Performance Indicators
- Reviewed the literature on school improvement
- Cross-referenced research – search for common elements
- Developed a "school improvement framework" – strands, standards, benchmarks, criteria, evidence
- OSI develops framework; OEAA develops measurements

Criteria for SI Framework

- Based on *Something* (External Validity)
- "Logical"- Makes sense to various audiences (State Board, Legislature, Schools, Teachers...)
- Build on current Indicators (Internal Validity)
- Easy to Understand & User Friendly
- Measurable
- Self-sufficient/Stand Alone

Criteria for SI Framework

- Aligned - NCLB, Research, State/Federal Programs, PA 25, existing Performance Indicators
- Address triple purpose: Accreditation and School Improvement feedback and guidance, Accreditation, and Accountability
- Student achievement focus
- Strand/Standard/Benchmark/Criteria format
- District/School-based

SI Framework Structure

Strand - **General Area of Focus**

Standard - **Category of Influence** within the Strand.

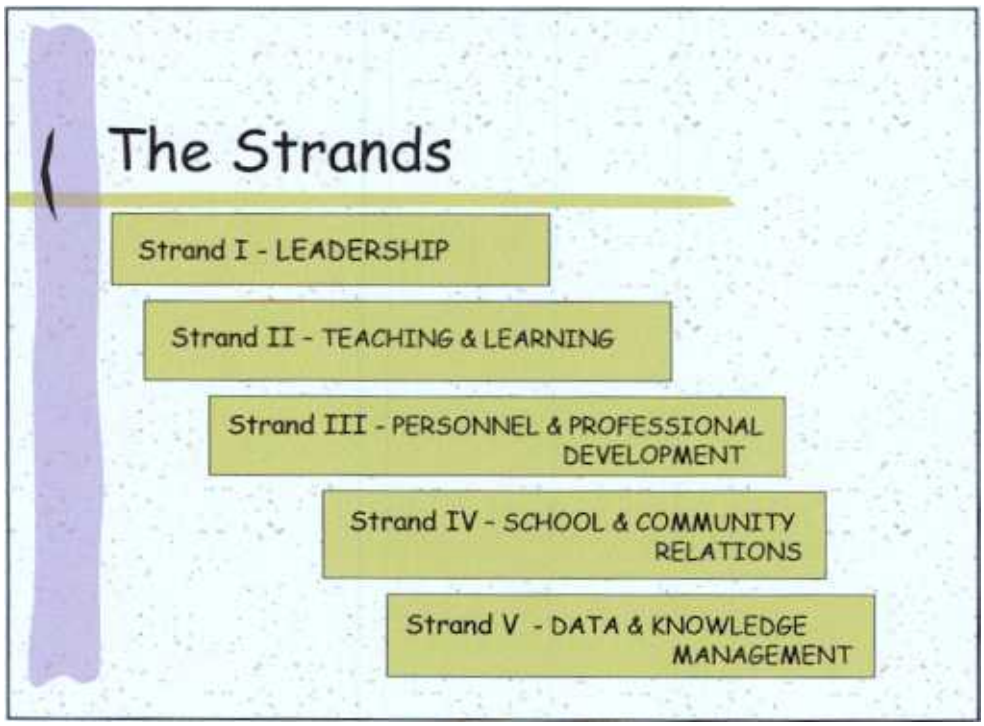
Benchmark - **Focus of Influence** within a Standard.

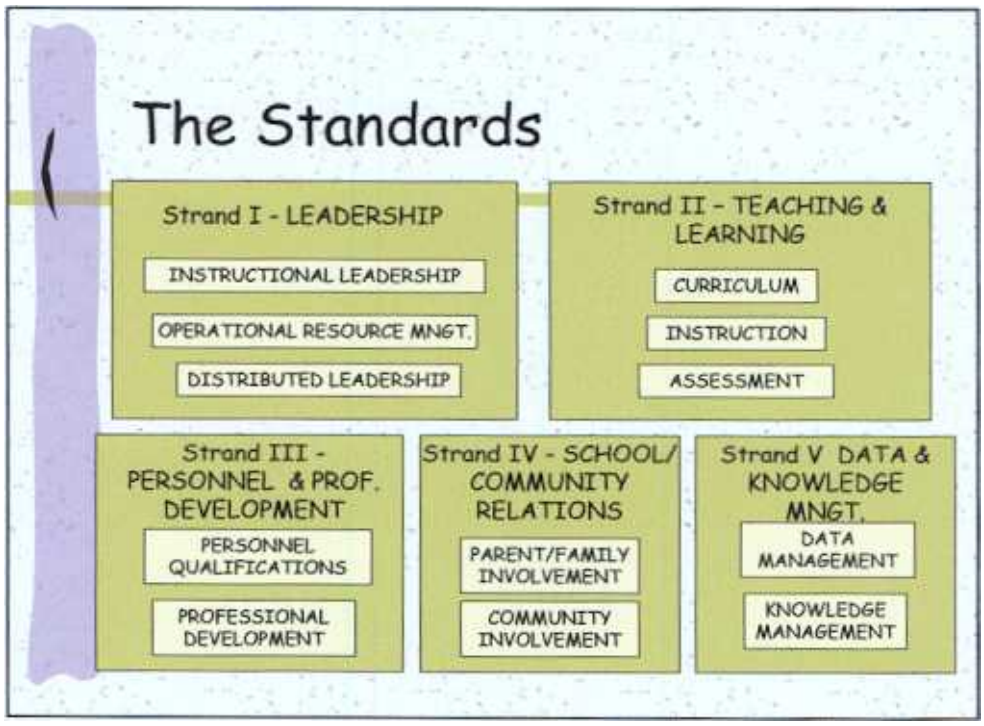
Criteria - **Process that drives** the Benchmark.

Evidence - Hard and/or soft **data that provides evidence** of continuous assessment or progress in each expectation.

SI Framework Structure

- 5 Strands
- 12 Standards
- 26 Benchmarks
- 87 Criteria


The Strands
Strand I - LEADERSHIP
Strand II - TEACHING & LEARNING
Strand III - PERSONNEL & PROFESSIONAL DEVELOPMENT
Strand IV - SCHOOL & COMMUNITY RELATIONS
Strand V - DATA & KNOWLEDGE MANAGEMENT


The Standards
Strand I - LEADERSHIP
INSTRUCTIONAL LEADERSHIP
OPERATIONAL RESOURCE MNGT.
DISTRIBUTED LEADERSHIP
Strand II - TEACHING & LEARNING
CURRICULUM
INSTRUCTION
ASSESSMENT
Strand III - PERSONNEL & PROF. DEVELOPMENT
PERSONNEL QUALIFICATIONS
PROFESSIONAL DEVELOPMENT
Strand IV - SCHOOL/ COMMUNITY RELATIONS
PARENT/FAMILY INVOLVEMENT
COMMUNITY INVOLVEMENT
Strand V DATA & KNOWLEDGE MNGT.
DATA MANAGEMENT
KNOWLEDGE MANAGEMENT

The Benchmarks

Strand I - LEADERSHIP

- Educational Program
- Instructional Support
- Resource Allocation
- Operational Management
- School Climate and Culture
- Continuous Improvement

Strand II - TEACHING & LEARNING

- Curriculum – Written & Aligned
- Curriculum – Communicated
- Instructional Planning
- Instructional Delivery
- Assessment Aligned to Curriculum and Instruction
- Reporting and Use of Data

The Benchmarks

Strand III - PERSONNEL & PROFESSIONAL DEVELOPMENT

- Requirements
- Skills, Knowledge, Dispositions
- Collaboration
- Content & Pedagogy
- Alignment

Strand IV - SCHOOL/ COMMUNITY RELATIONS

- Communication with Families/ Community
- Authentic Engagement with Families/ Community

Strand V - DATA & KNOWLEDGE MANAGEMENT

- Identification & Collection
- Analysis
- Accessibility
- Reporting
- Interpretation & Application

The Framework

- **Strand I – Leadership**
  - Standard A: **Instructional Leadership**
    - **1. Educational Program**
      - Knowledge of Curriculum, Instruction, and Assessment
      - Knowledge and Use of Data
      - Technology
      - Knowledge Student Development/Learning
      - Knowledge of Adult Learning
      - Change Agent
      - Focus on Student Results

The Framework...

- Standard A: **Instructional Leadership**
  - **2. Instructional Support**
    - Monitoring
    - Coaching/Facilitating Staff
    - Evaluation of Staff
    - Clear Expectations
    - Collaboration/Communication

The Framework...

- Standard B: **Operational/Resource Management**
  - **1. Resource Allocation**
    - Human Resources
    - Fiscal
    - Equipment and Materials
    - Time
    - Space

The Framework...

- Standard B: **Operational/Resource Management**
  - **2. Operational Management**
    - State and Federal
    - District
    - School

The Framework...

- Standard C: **Distributed Leadership**
  - **1. School Culture and Climate**
    - Safe and Orderly
    - Learning Focused
    - Inclusive/Equitable
    - Collaborative Inquiry
    - Data-Driven Culture
    - Collaborative Decision-Making

The Framework...

- Standard C: **Distributed Leadership**
  - **2. Continuous Improvement**
    - Shared Vision/Mission
    - Results-Focused Planning
    - Planning Implemented
    - Planning Monitored/Evaluated

The Framework, *continued...*

- **Strand II – Teaching and Learning**
  - Standard A: **Curriculum**
    - **1. Written and Aligned**
      - Curriculum Documents
      - Curriculum Review
      - Curriculum Alignment (MCF and GLCE) *
      - Articulated Design *
      - Inclusive

The Framework...

- Standard A: **Curriculum**
  - **2. Communicated**
    - Staff *
    - Students
    - Parents *

The Framework...

- Standard B: **Instruction**
  - **1. Planning**
    - Content Pedagogy Knowledge *
    - Developmental Appropriateness *
  - **2. Delivery**
    - Enacted Curriculum *
    - Research-based/Best Practices *
    - Focus on Student Engagement *

The Framework...

- Standard C: **Assessment**
  - **1. Aligned to Curriculum and Instruction**
    - Alignment/Content Validity
    - Consistency/Reliability
    - Multiple Measures *
  - **2. Reporting and Use of Data**
    - Systemic Reporting
    - Informs Curriculum and Instruction *
    - Meets Needs of Students

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