Summary of Intensive CDE Supports for Low-Performing Districts and Schools and Early Impacts

Presentation to the State Board of Education

School and District Performance Unit
Federal Programs Unit

January 11, 2017
Goals for Today

1. To provide an overview of the intensive support structures offered by CDE for low-performing districts and schools

2. To share initial impacts of the Turnaround Network and Connect for Success

3. To provide context for future conversations and decisions around support within ESSA
## CDE Turnaround Support Structures | Overview

<table>
<thead>
<tr>
<th>Support Structure</th>
<th>Description</th>
</tr>
</thead>
</table>
| District Support                   | ● CDE support for districts to build capacity for supporting low-performing schools and planning for accountability pathways  
● Includes the Turnaround Learning Academy (TLA)  
● Currently engaged with ~22 districts |
| Turnaround Network                 | ● CDE’s most intensive and frequent support utilizing a “Performance Management” model  
● Engagement for up to 3 years  
● 34 schools in 9 districts participating |
| Connect for Success                | ● Support to implement targeted strategies from the ‘High Achieving Schools’ study  
● Engagement for up to 3 years  
● 20 schools participating |
| Tiered Intervention Grant (TIG)    | ● Federal grant that requires specific turnaround models  
● 3-5 year grant  
● Grant will NOT continue under ESSA |
| School Turnaround Leaders Development Program | ● State program to support district and school leaders to participate in identified leader development provider programs  
● Duration dependent on length of programs  
● 120 participants over past 2 years |
<table>
<thead>
<tr>
<th>Support Structure</th>
<th># of Schools</th>
<th># of Schools</th>
<th>Acceptance Rate</th>
<th>Average Award Amount per School per Year</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cohort 1: 2014-2015</strong></td>
<td>184</td>
<td>10</td>
<td>90%</td>
<td>$41,000</td>
<td>ESEA Federal funds 1003(a)</td>
</tr>
<tr>
<td><strong>Cohort 2: 2015-2016</strong></td>
<td>190</td>
<td>16</td>
<td>93%</td>
<td>$41,000</td>
<td></td>
</tr>
<tr>
<td><strong>Cohort 3: 2016-2017</strong></td>
<td>190</td>
<td>13</td>
<td>77%</td>
<td>$34,000</td>
<td></td>
</tr>
<tr>
<td><strong>Cohort 4: 2017-2018 (projected)</strong></td>
<td>175</td>
<td>22</td>
<td>77%</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td><strong>Connect for Success</strong></td>
<td>62</td>
<td>27</td>
<td>74%</td>
<td>$20,000 yr. 1 $80,000 yrs. 2-3</td>
<td></td>
</tr>
<tr>
<td><strong>Tiered Intervention Grant (TIG) 2013-2016</strong></td>
<td>105</td>
<td>~70</td>
<td>51</td>
<td>~72%</td>
<td>$350,000</td>
</tr>
<tr>
<td><strong>Turnaround Leaders Development 2015-2016</strong></td>
<td>175 schools</td>
<td>160 schools</td>
<td>78 schools</td>
<td>48%</td>
<td>$42,947 per school</td>
</tr>
<tr>
<td></td>
<td>312 participants</td>
<td>120 participants</td>
<td></td>
<td>39%</td>
<td>$27,684 per participant</td>
</tr>
</tbody>
</table>
The CDE Turnaround Network
CDE Turnaround Network | What is it?

- A “Performance Management” model in which CDE staff, principals, and principal supervisors meet every 6-8 weeks to prioritize, plan, monitor, and reflect on strategic action steps individualized to each school.
- Goal is to catalyze quick and sustained changes in schools while building district capacity to support low-performing schools.
- CDE’s most-intensive engagement with schools and districts spanning 3 years.
- Network schools convene 3-5 times per year for targeted professional learning and to engage with external partners.
- Currently in third year with 34 schools serving about 14,000 students.
- We expect to exit 9 schools and add up to 17 more in spring 2017.
- Grants ranging $30-50K per school per year for 3 years, supported by federal 1003(a) funding.
**Cohort 1**
Turnaround Network schools came off of the accountability clock in 2016 after 2 years of Network participation.

*Results may be impacted by request to reconsider process*

**Cohort 2**
Turnaround Network schools came off of the accountability clock in 2016 after 1 year of Network participation.

*Results may be impacted by request to reconsider process*

*insufficient data result of school’s grade level reconfiguration*
All Cohort 1 Network schools were on the accountability clock in 2013

63%* earned the highest accountability rating of Performance in 2016

*Results may be impacted by request to reconsider process

38%* of non-Network schools who were eligible for Network participation in 2013 earned a rating of Performance in 2016

*Results may be impacted by request to reconsider process

*does not include school with insufficient data
Students in Network schools made noticeable increases in achievement on state ELA and math assessments from 2014-2016.
Common Practices promoted by Network

- **Culture and Climate**
  - Active use of school culture rubrics

- **Academic Systems**
  - Regular use of performance management practices and tools
  - Weekly observation & feedback from principals to teachers
  - Weekly data meetings
  - Weekly visits to schools by principal supervisors

- **Talent and Leadership**
  - Rethinking recruiting and hiring practices
  - Strategic leadership focused on influencing student achievement

---

**Feedback from Network Participants**

(from evaluation survey data and WestEd review)

“It wasn’t like, ‘We’re going to come in and fix you,’ It was about bringing in more resources and partnering with us on how to create a different culture in the school...”

“The Turnaround Network progress monitoring tool is a tremendous support... The network has helped us make school visits much more data-driven and focused on student achievement and school improvement plan implementation.”

 “[The Network] has been incredibly helpful, especially in a small district where there are not a lot of systems like in larger districts.”

“I want to recommend the Network to all schools with a Priority Improvement or Turnaround Plan Type. It has made me an effective leader and caused the transformation of a school.”
Connect for Success
Goal is to assist school and district leaders in strengthening Title I programs by implementing strategies shown to be effective through the High Achieving Schools study:
- Leadership
- Assessment for learning
- Climate and culture
- Instruction

Schools hire an experienced educators as implementation coaches to progress monitor implementation and engage with CDE staff.

Currently 20 cohort 1 schools are in the second year of implementation and an application is available for schools to participate in cohort 2.

Grants include up to $20K for year one and up to $80K for years two and three each, supported by federal 1003(a) funding.
11 of 20 Cohort 1 Connect for Success schools came off of the accountability clock in 2016 after their 1st year of planning in the grant.

*Results may be impacted by request to reconsider process
All Cohort 1 Connect for Success schools were on the accountability clock in 2014.

Preliminary performance framework ratings indicate 25%* earned the highest accountability rating of **Performance** in 2016.

*Results may be impacted by request to reconsider process.

Preliminary performance framework ratings indicate 17%* of non-CFS schools who were on the clock in 2014 earned a rating of **Performance** in 2016.

*Results may be impacted by request to reconsider process.
Tiered Intervention Grant (TIG)
Tiered Intervention Grant (TIG) | What is it?

- Goal is to see dramatic and sustained improvements in schools
- Requires one of four turnaround models: Turnaround, Transformation, Restart, or Closure
- Models include strategies such as:
  - Replace principal and some/all teachers
  - Select new instructional model
  - Increase learning time
  - New governance structure
- ~50 schools have received this grant in Colorado
- Results have been mixed - nationally and in Colorado
- Federal grant ranging from ~$270K-600K per school per year for 3-5 years, supported by 1003(g) funding
- Funding for this grant will not be continuing under ESSA
School Turnaround Leaders Development
School Turnaround Leaders Development | What is it?

- Goal is to develop greater capacity in Colorado to train school and district leaders to support low-performing environments
- Identifies leadership development providers and programs
- Grants funds to districts and schools to send individuals to identified programs
- To date, 120 individuals have participated over the past 2 years
- Grants range from $3,000-40K per individual or school team, supported by state funding per C.R.S. 22-13-101
120 participants from 78 schools across the state have participated in one of the identified leadership development provider programs.
School Leaders Development Program | Targets

**Strategic leadership**
- Leading and planning for change
- Focus on serving all students
- Shared leadership

**Instructional leadership**
- Improved student learning
- Increased amount of observation and feedback of instruction
- Structuring school resources and time around students

**Human Resource Management**
- Strategic hiring, retention, and support of teachers and principals
- Professional learning

**Community Development & External Partnership**
- Family and community engagement
- Strategic partnerships

**Colorado Principal Quality Standards**
- Influencing for Results
  - Development of data-driven decision making routines and outcomes
<table>
<thead>
<tr>
<th>Support Structure</th>
<th># of Schools Eligible</th>
<th># of Schools Applied</th>
<th># of Schools Accepted</th>
<th>Acceptance Rate</th>
<th>Average Award Amount per School per Year</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnaround Network</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort 1: 2014-2015</td>
<td>184</td>
<td>10</td>
<td>9</td>
<td>90%</td>
<td>$41,000</td>
<td>ESEA Federal funds 1003(a)</td>
</tr>
<tr>
<td>Cohort 2: 2015-2016</td>
<td>190</td>
<td>16</td>
<td>15</td>
<td>93%</td>
<td>$41,000</td>
<td></td>
</tr>
<tr>
<td>Cohort 3: 2016-2017</td>
<td>190</td>
<td>13</td>
<td>10</td>
<td>77%</td>
<td>$34,000</td>
<td></td>
</tr>
<tr>
<td>Cohort 4: 2017-2018 (projected)</td>
<td>175</td>
<td>22</td>
<td>17</td>
<td>77%</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>Connect for Success</td>
<td>62</td>
<td>27</td>
<td>20</td>
<td>74%</td>
<td>$20,000 yr. 1 $80,000 yrs. 2-3</td>
<td></td>
</tr>
<tr>
<td>Tiered Intervention Grant (TIG) 2013-16</td>
<td>105</td>
<td>~70</td>
<td>51</td>
<td>~72%</td>
<td>$350,000</td>
<td>ESEA Federal funds 1003(g)</td>
</tr>
<tr>
<td>Turnaround Leaders Development 2015-16</td>
<td>175 schools</td>
<td>160 schools</td>
<td>78 schools</td>
<td>48%</td>
<td>$42,947 per school</td>
<td>State funds C.R.S. 22-13-101</td>
</tr>
<tr>
<td></td>
<td></td>
<td>312 participants</td>
<td>120 participants</td>
<td>39%</td>
<td>$27,684 per participant</td>
<td></td>
</tr>
</tbody>
</table>
Our Key Learnings, so far...

➔ Turnaround is hard work and yet early results can occur quickly
➔ Strategic use of smaller grants with targeted partnerships seem to have an impact and greater return on investment
➔ A performance management model helps prioritize time and resources
➔ Our most successful engagement with schools and districts occur where we have invested in ongoing and trusting relationships
➔ We can help districts improve their systems of support for low-performing schools
➔ Leadership of schools and districts is paramount
➔ We have more to learn about how and why we’re seeing initial success