# Customized Support for School Improvement
## *A Focus on Baltimore City Public Schools*

**Superintendent's Update**
**State Board of Education Meeting**
**July 18, 2017**

# Re-Envisioned Approach to School Improvement

☐ Building collaborative and trusting relationships

☐ Narrowing the Focus

- Align and concentrate resources

☐ Differentiating Support

- Target specific high-need areas

☐ Building on What Works

- Capitalize on effective practices

# Framework for Improvement:
# West Ed's Four Domains of Rapid School Improvement



**Turnaround Leadership**

**Talent Development**

**Instructional Transformation**

**Culture Shift**

**Systemic Improvement**

# 87% of the Lowest Performing Title I Schools are in Baltimore City

## Priority Schools

| Elementary | Middle Schools | High Schools | Elementary/Middle Schools | Middle/High Schools |
|---|---|---|---|---|
| • Brehms Lane*<br>• Eutaw-Marshburn<br>• Frederick<br>• Furman Templeton*<br>• Gilmor<br>• Harford Heights<br>• Mary E. Rodman<br>• The Historic Samuel Coleridge-Taylor | • Baltimore IT Academy<br>• Booker T. Washington | • Augusta Fells Savage<br>• Benjamin Franklin<br>• Frederick Douglass | • Arundel<br>• Harlem Park<br>• Hazelwood<br>• James McHenry | • Academy for College and Career Exploration<br>• Friendship Academy of Engineering and Technology<br>• Knowledge And Success Academy<br>• New Era Academy |

Charter schools*

# Collaborating for Sustainable Improvement

☐ Aligning with State and District Priorities

☐ Identifying and Implementing Evidence-Based Strategies

☐ Observing Instruction

☐ Analyzing Data

☐ Listening to Principals, Teachers, Students, and Families

☐ Leveraging Resources

# **What We Have Learned……..**

- ☐ Areas of Promise
  - ◼ Culture and Climate
  - ◼ Family Engagement
- ☐ Opportunities for Growth
  - ◼ Leadership Development
  - ◼ Rigor of Content and Quality of Instruction

# Partnering for Success
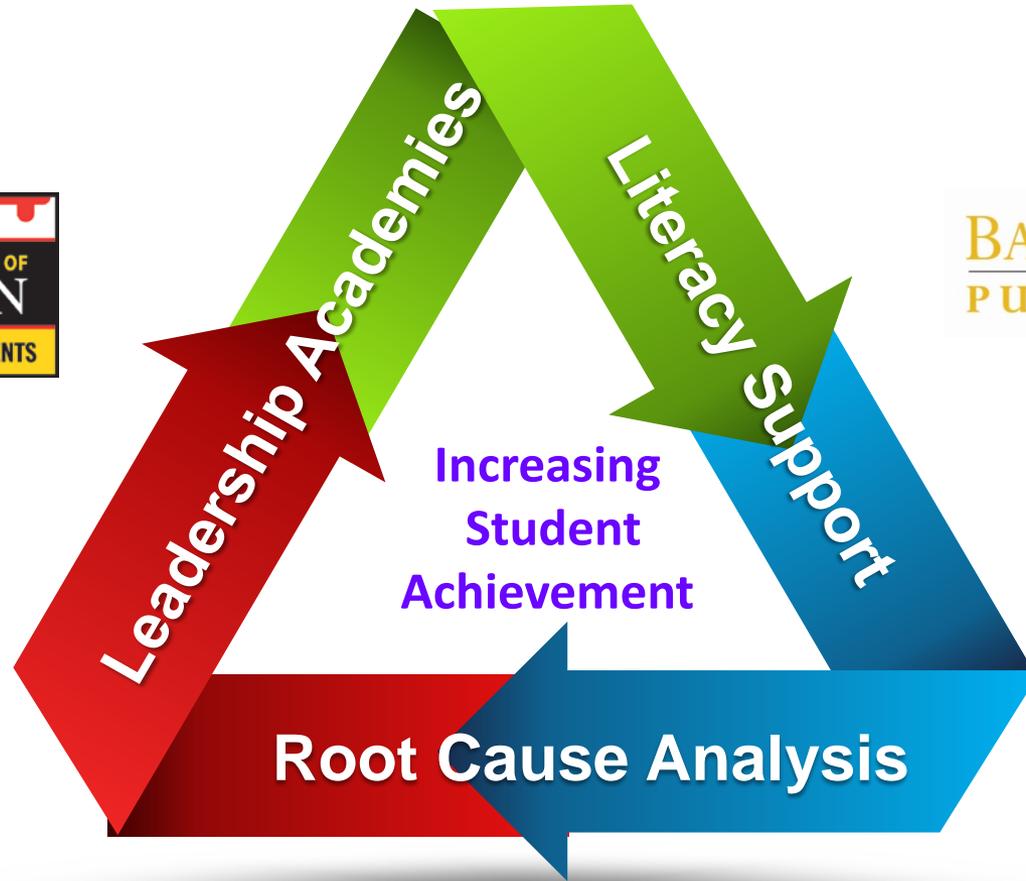
# Addressing the Root Cause
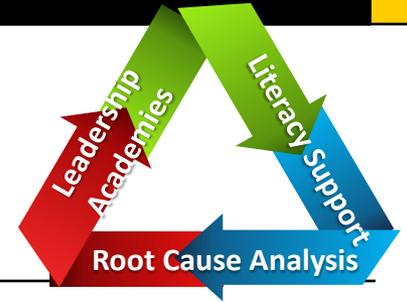
□ **Comprehensive Data Analysis** – examine data from a range of sources.

□ **Organization Assessment Survey** - engage constituents in the analysis of the school's core organizational conditions.

□ **School Profile** – summarize findings and draw conclusions from data.

□ **School Improvement Planning and Implementation** - collaborate with school leadership team and central office staff to prioritize needs and identify and implement evidence-based strategies.

□ **Strategic Management** – identify and respond to recurring issues across multiple school sites that require a coordinated response from central office.

# Establishing a Distributed Leadership Structure
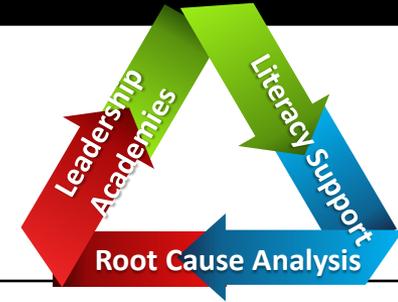
- ☐ Leadership Academies
  - ■ Participants: Principals, Assistant Principals, and Teacher Leaders
  - ■ Purpose:
    - ☐ foster the growth of effective turnaround school leaders;
    - ☐ provide guidance in the implementation of evidence-based school improvement strategies; and
    - ☐ build continuity necessary to sustain long term improvement.

# Raising the Rigor and Quality of Instruction: A Focus on Literacy
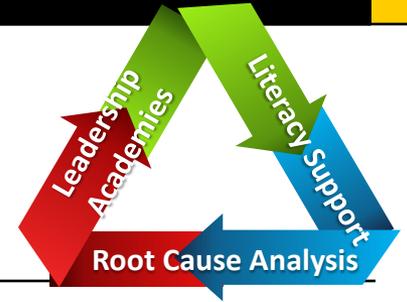
- ☐ Establishing a curriculum vetting process and developing supporting resources.

- ☐ Collaborating in the development and implementation of professional learning experiences for leadership teams.

- ☐ Providing support and guidance to literacy and leadership coaches.

- ☐ Identifying and implementing literacy-focused school improvement strategies as part of leadership academies.

# School Improvement Kick-Off: Priority School Leadership Teams

- ☐ **Day 1:** Baltimore City Turnaround Toolkit and Four Domains of Rapid School Improvement

- ☐ **Day 2**: Data Analysis and School Improvement Planning

- ☐ **Day 3:** School Improvement Planning and Action Steps

**August 2 – 4, 2017**

Baltimore City Public Schools, MSDE, CTAC, and School Leadership Teams

# Continuous Support for Improvement

- ✓ Monthly meetings with central office staff to review data and progress towards school improvement.

- ✓ Quarterly school leadership team convenings to share effective practices and reflect on lessons learned.

- ✓ Regular school visits to support implementation of identified strategies.

- ✓ Weekly leadership and literacy coaching to provide guidance for school improvement.

# Funding For School Improvement

- Title I Priority School Funds

- Southern Regional Educational Board (SREB)

- Supporting Effective Educator Development (SEED) Grant Proposal

  - *Absolute Priority 2*: Effective Principals and Other School Leaders

  - *Competitive Preference 1*: Promoting Diversity in the Educator Workforce.